

FOREWORD

The year 2009 has come and it is passing by like any other year. For Tsantsabane Local Municipality it was a year of success, seeing that we had some projects undertaken, for example:

- Khuting roads and storm water project,
- Stasie Street,
- bulk infrastructure development in Pensfontein, Airfield and Boichoko,
- The pressure tower in Newtown, Groenwater and Marangteng housing projects, roads and storm water in Postdene and honey project in Skeyfontein.

In order to continue implementation of the current 5-year Integrated Development Planning process, we have embarked on yet another review phase **for 2010/11**. As indicated in the report from the Provincial MEC, we as a Municipality would like to attend to the following in this phase:

1. Analysis Phase
 - Update existing demographic information
 - Baseline information update on Service Delivery, Financial Viability and Management
 - Ward Based Public Participation
2. Strategy Phase
 - Update Vision, Objectives and Strategies
 - Special attention be given to Infrastructure and Financial objectives e.g. address the long outstanding debts which have direct negative impact in the cash flow operations of the municipality and address the recurring disclaimers of audit opinion by Auditor General
 - Incentive Scheme for Economic Development
3. Project Phase
 - Update existing list of projects
 - Identify new projects
 - Align projects with District and Provincial plans where applicable
 - Align projects with Sector and Integrated Municipal Plans
 - Clear indication of project's financial implications and reflected in Budget as well as SDBIP
 - LED projects to be clearly stated
4. Integration Phase
 - Facilitate the review of existing plans: i.e. SDBIP, Financial Plan, Institutional Plan
 - Facilitate the compilation / completion of outstanding plans, i.e. Recruitment and Retention Strategy; HR Strategy; IWMP, LED, LUMP
 - Facilitate establishment of Internal Audit Committee
 - Facilitate strengthening of existing committees, i.e. Development Committee and LED Forum
 - Skills Development for SMME's need to be clearly outlined with detailed interventions
 - Clearly defined KPA's and KPI's per Priority Issue – PMS
5. Approval Phase
 - Advertise Document
 - Amend according to inputs and comments received
 - Submit final document for approval to Council
 - Submit Final document and resolution to Province
 - Post Document onto IDP Nerve Centre

We appreciate the commitment, participation and input from all the relevant roleplayers, i.e. Kumba Mining House; Sector Departments, etc.. We further would like to urge and plea with those stakeholders who have not yet joined in the processes to familiarize yourself with the document and its outputs in order to start participating actively. Together we can make Tsantsabane a Municipality which “provides sustainable, effective and efficient services to all its communities through sound management of scarce resources in order to better the quality of life for all its residents.” (as indicated in our vision)

MM Moselane
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

The Integrated Development Plan for the Year 2008/2009 is being informed by the Key Objectives as identified by the Community of Tsantsabane with the emphasis still being on Expediting Delivery of Basic Services.

Tsantsabane's Integrated Development Plan (IDP) 2006-2011 is a Strategic Document that clearly outlines the Town's Development Objectives and provides a Policy Framework that guides Management in decision-making related to Budgeting and Planning for the municipal area within a Five-Year Medium Term Period.

Tsantsabane Municipality is committed to Strengthening and Extending Public Participation in its work.

The right of Communities to be heard, to be involved and to receive Information is embedded in the approach to Local Governance.

Section 5 (1) of the Municipal Systems Act of 2000 provides the following rights for Members of a Local Community:

- (a) To submit Written or Oral Recommendations to the Municipal Council or a Political Office bearer or to the Administration of the Municipality;
- (b) The right to be informed of decisions of the Municipal Councils or another Political Structure of any Political Office bearer of the Municipality, on matters affecting their Rights, Property and Reasonable Expectations;
- (c) To have Access to Information on the state of affairs of a Municipality including its Finances; To Access Municipal Council and Committees except when it is not reasonable to do so.

Tsantsabane Municipality followed the following process for consultation for the IDP and Budget development and approval:

- Initial Advertisements in Local Media of dates, times and venues of Consultation;
- Held Consultations with Residents; Non-Governmental Organizations, Community-Based Organizations and Labor; the Women's Sector; and Business.

The content of this Consultation Processes included the following:

- An Overview of the IDP and Budget;
- Priority Plans for 2006-2011;
- Achievements per Region;
- The 2008/2009 Budget and Tariffs;
- 2008/2009 Mayoral Budget Speech.

Priorities and Plans for 2008/2009 Financial Year includes:

Sustainable Development and Environmental Management:

This is focused on Implementing Policies aimed at promoting Sustainable Development. The Municipality wants to ensure that it plans and implements Policies in a way that ensures Integration of all our Local Government Economic, Social and Cultural Programmes.

Doing the Basics Right:

This includes Removal and Management of Waste, cutting Overgrown Grass, functioning Streetlights, fixing Burst Pipes and Enforcing By-Laws. A Customer Care System is being developed and will assist in strengthening Implementation Programmes.

Housing and Informal Settlements:

All Informal Settlements must be formalized within Five (5) Years. The identification of the Owner and Registration of each Shack, its Numbering, the Demarcation and Fencing of the Yard, as well as the Location of such a Shack in an identifiable Street will go a long way towards ensuring Containment and Safety. The Municipality remains committed to delivering quality and decent Housing to all its People.

Council enters its Third (3) Year of office inspired to achieve more. Council is convinced that Managers, Officials and Workers are committed to serve and to make a lasting contribution to improve the quality of life of every Citizen.

ane Municipality's IDP provides a framework which the Municipality can Plan, Budget, Programme, Implement and Monitor its performance. The IDP plan is the result of a process of engagement with the Municipality and Communities, as well as Regional, Provincial and National Stakeholders.

In this IDP we aim to:

- Articulate how the Municipality aims to address and align with the National Objectives of shared growth, reduction of poverty and social inclusion;
- Determine the Strategic Priorities guiding the actions of the Municipality for the next 5 years through linking and co-ordination between sectoral strategies;
- Aligning Financial and Human Resources with implementation needs;
- Set out a strategically informed programme of action for the Medium-term Revenue and Expenditure Framework;
- Strengthening the focus on Sustainable Development;
- Provide the basis for Annual and Medium-Term Budgeting;
- Guide Council's development decision-making;
- Enable legislative compliance; and
- Provide a monitoring and evaluation framework of the IDP.

1.1 ORGANISATIONAL STRUCTURES

The IDP Steering Committee facilitates the process of planning, implementation and management of the IDP in the Municipality and plays a vital role in driving the process. The IDP Representative Forum is the structure which keeps the Municipality accountable and is represented by all spheres of the community. The Municipal Council is the ultimate political decision-making body which gives effect to the IDP.

Since 2004/2005 the IDP representative Forum met on a quarterly basis in order to monitor and evaluate the IDP process, Project Implementation, as well as to give inputs and make recommendations regarding Priority Issues, Objectives, Strategies, Projects and Programmes.

1.2. PROCESS OVERVIEW: STEPS AND EVENTS

Integrated Development Planning is a process through which Municipalities prepare a strategic development plan for a five year period. According to the Municipal Systems Act (32 of 2000), all Municipalities have to undertake an Integrated Development Planning (IDP) process to produce Integrated

Development Plans (IDP's). The IDP is a Principle Strategic Planning Instrument which guides and informs all Planning, Budgeting, Management and Decision-Making in a Municipality.

Tsantsabane Municipality has completed the first five year planning period and is currently in the second five year period. This document is hence the first reviewed document for this period. (IDP 2007-2012) This planning is done in terms of Chapter 5 of the Municipal Systems Act.

In terms of Section 25 of the Municipal Systems Act (32 of 2000):

- Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a Single, Inclusive and Strategic Plan for the development of the Municipality.
- An Integrated Development Plan adopted by a Municipal Council in terms of Subsection (1) may be amended in terms of Section 34 and remain in force until an Integrated Development Plan is adopted by the next elected Council;
 - a) Newly elected Municipal Council may, within the prescribed period, adopt the Integrated Development Plan of its predecessor, but before taking a decision it must comply with Section 29 (1) (b) (i), (c) and (d).
 - b) Newly elected Municipal Council that adopts the Integrated Development Plan of its predecessor with amendments, must effect the amendments in accordance with the process referred to in Section 34 (b).

In terms of Section 34 of the Municipal Systems Act:

A Municipal Council must review its Integrated Development Plan:-

- (i) Annually in accordance with an assessment of its Performance Measurements in terms of Section 4 I; and
- (ii) To the extent that changing circumstances so demand; and
- (iii) May amend its IDP in accordance with a prescribed process.

Taking the above in consideration, Tsantsabane Municipality embarked on this IDP Phase, which addressed the following:

- (a) Comments received during IDP Hearings and IDP Engagement Meetings with National and Provincial Sector Departments.
- (b) Alignment of the IDP with the Provincial Growth and Development Strategy (PGDS) as well as with the National Planning Documents.
- (c) Areas identified through self-assessment i.e. strengthening of public participation structures.
- (d) The development and implementation of the Performance Management System.
- (e) The compilation of all outstanding Plans and Programmes.
- (f) The reviewing and updating of existing Plans and Programmes.
- (g) The compilation and implementation of the Service Delivery Budget Implementation Plan (SDBIP) according to the MFMA.
- (h) Review the Vision and Mission Statement for the Municipality.
- (i) Updating of Priority Issues, Objectives, Strategies and Projects.

Preparation for the Process

Preparation in Tsantsabane involved the production of an IDP Process Plan, containing the following:

- Institutional Structures established for Management of the process;
- Approach to Public Participation;
- Structures established for Public Participation;
- Time schedule for the Planning Process;

- Roles and Responsibilities;
- Monitoring of the Process.

Phase 1: Analysis

This Phase dealt with the existing situation and focused on the type of problems faced by people in Tsantsabane Municipality. The problems identified were weighed according to their urgency and/or importance to come up with those to be addressed first, i.e. priority issues. This Phase also dealt with identification of existing economic potential in areas and specific communities. The Municipality had to further familiarize itself with existing and accessible resources and limitations in order to decide on realistic solutions.

Phase 2: Strategies

This Phase focused on formulating solutions to address the problems identified. It also focused on aligning Municipal Strategies to Provincial and National Guidelines and Strategies as indicated in the Provincial Growth and Development Strategy (PGDS) and National Planning Documents.

Phase 3: Projects

This Phase is about the identification and design of projects linked to strategies, for implementation.

Phase 4: Integration

In this Phase Tsantsabane Municipality made sure that projects are in line with the Municipality's Objectives and Strategies, as well as with the resource framework and comply with legal requirements. This was further an opportunity for the Municipality to harmonise the projects in terms of contents, location and timing in order to arrive at consolidated and integrated programmes, e.g. LED strategy.

Phase 5: Approval

Once the IDP was completed, the Municipality gave an opportunity to the public to comment on the Draft Document. Furthermore it was submitted to Council for consideration and approval. Only after the IDP was amended according to input from the Public, did Council consider it for approval.

Under the new constitution, Tsantsabane Municipality has been awarded major development responsibilities to ensure that the quality of life for its citizens is improved. The new role for Local Government includes provision of Basic Services, Creation of Jobs, Promoting Democracy and Accountability and Eradication of Poverty. Preparing and having the IDP therefore enables Tsantsabane Municipality to be able to manage the process of fulfilling its development responsibilities.

Through the IDP, the Municipality is informed about the problems affecting the Tsantsabane Municipal Area and, being guided by information on available resources, is able to develop and implement appropriate Strategies and Projects to address the problems.

Any planning guidelines have to keep in mind that planning is not an end in itself, but a tool to arrive at more appropriate effective delivery of services to the people. Keeping a close and transparent link between Planning, Improved Public Management and Delivery is, therefore, the most important guiding principle for the Guidelines.

1.3 CURRENT REALITY: BASIC FACTS & FIGURES

The Municipal Area is divided into 6 wards.

Ward 1	Part of Postdene.
Ward 2	Newtown
Ward 3	Carnation, West end, Postmasburg town, White City, Khuting, Maranteng, Hakbosdraai.
Ward 4	Boichoko.
Ward 5	Jenn Haven, Part of Postdene, Groenwater and Skeyfontein.
Ward 6	Station, Glosam, Lohatla, Beeshoek.

The Municipal Council of Tsantsabane consists of 11 members. 6 represents wards and 5 are proportional representatives of political parties. The ruling party in Council as well as in all the wards is the ANC.

According to Statistics SA Census Data (2001) the population of Tsantsabane slightly increased from 30862 in 1996 to 31013 in 2001. The data further indicates that 47.6% of the population is male and 52.3% is female. The age structure also indicates the population of Tsantsabane as predominantly young. The group of people older than 60yrs of age is rather small in relation but could still cause a dependency burden. The age structure further indicates that $\pm 31\%$ of the population is under 14 years and $\pm 33\%$ is between 15 and 34 years. If it is accepted that 70% of the under-20 are dependant, it would cause that $\pm 30\%$ of the residents of the economically active part of the population is dependant. The large amount of unemployed, especially amongst the disadvantaged group, worsens the influence of this problem.

The statistics also indicate that $\pm 17\%$ of the population is illiterate. The median qualification is, however, only between Grade 7 and Grade 9, which means that a large part of the population can perform unskilled or semi-unskilled work. Less than 15% of the population has a tertiary qualification or have completed Grade 12. It must, however, be mentioned that the education level is affected negatively by the urbanization process, since it mostly involves matriculates and those with a better qualification, due to the local lack of job opportunities.

According to the stats the total labor force is 10811 of which 41% is unemployed. The data shows a decrease in employment since 1996. This statistic indicates the low levels of skills development and hence the serious need which exists for adult training programmes and in-service training programmes.

The most important employer in the Municipal Area is still the mining sector, although a decrease since 1996 is evident. The professional service sector is represented rather poor. In actual fact, the skilled labor in the area is generally scarcely scattered.

According to the survey, more than 500 households in the Municipal Area have no income. This compares not too well with the data from census '96. Approximately 55% of the households earn less than R19200 per annum. It is clear that residents in Tsantsabane Municipal Area must manage to survive under poor economic conditions.

An upsetting tendency is the large amount of households which are only or mainly depending on government grants for income. Inherently this means that the buying power of the average household in the Municipal area is extremely low. This would therefore inevitably also have an impact on, for instance, the payment of services etc.

1.4 PRIORITY ISSUES FROM A MUNICIPAL PERSPECTIVE

As part of Phase 1, Proposed Priority Issues were categorized according to the 6 National KPA's of development as indicated by National Government, i.e.:

- **KPA 1: Spatial Development**
- **KPA 2: Service Delivery**
- **KPA 3: Economic Development and LED**
- **KPA 4: Financial Viability**
- **KPA 5: Institutional Arrangements and PMS**
- **KPS 6: Good Governance and Public Participation**

Priority Issues	Related / Contributing Factors	Focus Area
1. Insufficient <u>Housing and Serviced Sites</u>;	Poverty & unemployment Existing informal settlements	KPA 1 & 2
2. Insufficient <u>Supply and Maintenance of Bulk Water and Sanitation</u>;	Lack of financial and human resources Poverty and unemployment Low payment rate for services	KPA 2
3. Insufficient <u>Provision and Maintenance of Electricity</u>;	Lack of proper waste removal services Lack of sufficient waste sites	KPA 2
4. Insufficient <u>Provision and Maintenance of Roads and Transport Infrastructure</u>;	Improvement of standard of living Reduction of spread of viruses like TB Increase of economic activity	KPA 2
5. Insufficient <u>Stimulation and Enhancement of the Local Economic Development (LED)</u>;	Crime Drug & alcohol abuse Lack of skills development and training Limited job opportunities Lack of tourism development Lack of vision amongst the youth	KPA 3
6. Ineffective Functioning of <u>Municipal Systems and Management</u>;	Dissatisfaction of community Lack of implementation of existing strategies & policies Lack of utilization of existing structures Lack of sufficient qualified staff Lack of sufficient municipal equipment for operational and maintenance functions i.e. sanitation & sewerage Lack of quality service provision	KPA 4,5,6
7. Insufficient <u>Hospital, Ambulance and other Health Facilities and Services</u>;	Lack of sufficient skilled staff Lack of facilities in all communities Irregular services Poverty & unemployment	KPA 2
8. Increase in <u>HIV/AIDS</u> and Unwanted Pregnancies;	Teenage Pregnancies Poverty & unemployment	KPA 2&3

9. Insufficient and poor quality of <u>Sport and Recreation</u> Facilities and Services;	Lack of play grounds in some communities Lack of community halls in some communities Lack of sport facilities in some communities	KPA 2
10. Insufficient and poor condition of <u>Education and Library</u> Services;	Enhancement literacy levels	KPA 2
11. Poor condition of the <u>Environment</u> and its effects;	Degrading of urban and rural environment Mining exploitations Lack of conserving vegetation with high priority	KPA 1

Additional Issues as noted during the Ward Based Public Participation process:

1.5 CRITICAL TARGETS

Priority Issues	Proposed Objectives	Targets 2010/2011
1. <u>Insufficient Housing and Serviced Sites;</u>	<p>Development of a Housing Development Plan aligned to Siyanda District Municipality's and Provincial Plan</p> <p>Provision of services and preparation of _____ sites per year in order to provide for the housing demand</p> <p>Building of _____ houses per year over the next 5 years in order to provide housing to all residents in Tsantsabane Municipality</p>	
2. <u>Insufficient Supply and Maintenance of Bulk Water and Sanitation;</u>	<p>All Residents of Tsantsabane Municipality must have easy access to Safe and Quality Water, according to RDP Standards, by _____.</p> <p>All Residents of Tsantsabane have easy access to Sanitation, according to RDP Standards, as well as Sewerage Systems are able to cater for the rise in demand, within the next 5 years.</p> <p>Waste Management Plan to regulate the development of new sites as well as to make provision for Waste removal services, waste minimization and waste recycling.</p>	
3. <u>Insufficient Provision and Maintenance of Electricity;</u>	<p>All Residents of Tsantsabane Municipality have access to Electricity within their dwellings by _____.</p> <p>Upgrade electricity networks in Tsantsabane according to priority over the next 5 years</p>	
4. <u>Insufficient Provision and Maintenance of Roads and Transport Infrastructure;</u>	<p>The upgrading of all road infrastructure and stormwater systems (according to priority) in Tsantsabane over the next 5 years</p> <p>Building of new road and transport infrastructure in Tsantsabane as indicated through proper needs analysis and according to new developments in the area, over the next 5 years</p> <p>The development of a transport plan aligned to Provincial Plan by 2012</p>	
5. <u>Insufficient Stimulation and Enhancement of the Local Economic Development (LED);</u>	<p>Develop and Implement an LED Strategy</p> <p>Develop an Incentive scheme to promote and support the Local Informal business Sector over the next 5 years in Tsantsabane;</p> <p>Provide Skills Training to youth in Tsantsabane over the next 5 years</p>	

	<p>Establish Smaller Business sites and Business Hives (informal trading areas) in all wards according to economic priority in Tsantsabane;</p> <p>Provide Land and Facilities for Small-Scale Farming in Tsantsabane over the next 5 years;</p> <p>Development of a Tourism Development Plan by June 2011.</p>	
6. Ineffective Functioning of <u>Municipal Systems and Management</u> ;	<p>The improvement of Municipal Infrastructure and Municipal Systems</p> <p>Capacity Building of Staff in order to create an effective Managed and Functioning Municipality by 2010/11</p>	
7. Insufficient Hospital, Ambulance and other <u>Health Facilities</u> and Services;	<p>To improve Health services through the training of existing staff and appointment of additional staff where required as well as improvement of mobile clinics in Tsantsabane over the next 5 years</p> <p>Improved Health Facilities to the wider Tsantsabane Residents over a period of 5 years</p>	
8. Increase in <u>HIV/AIDS</u> and Unwanted Pregnancies;	<p>Review the existing plans and structures over the next 12 months and establish or develop all outstanding tools to aid the Municipality in the fight against HIV/AIDS by June 2011</p>	
9. Insufficient and poor quality of <u>Sport and Recreation Facilities</u> and Services;	<p>Easy access for all residents of Tsantsabane Municipality, to proper community, sport and recreational facilities and services, within a 5-Year Period.</p>	
10. Insufficient and poor condition of <u>Education and Library Services</u> ;	<p>Improvement of Educational Facilities within the next 5 years in order to promote the Culture of Learning and to Increase the pass rate in Schools</p>	
11. Poor condition of the <u>Environment</u> and its effects;	<p>All projects needing an Environmental Approval before implementation to undergo an EIA process</p> <p>Development of Environmental Management Plans for areas identified through the EMF/SDF</p>	

2. SITUATIONAL ANALYSIS

The Municipality is not developing its IDP in isolation. A range of National and Provincial Policy Documents inform IDP thinking and creates an important context for our own plans and strategies.

Achieving a developmental state is not a responsibility of Government alone – let alone Local Municipalities. In the spirit of the 2003 Agreement at the National Growth and Development Summit, stronger social partnerships between Government, Organised Labour, Organised Business and the Community constituency are needed to address the investment, employment and poverty challenges our country faces.

Over the last three years, Government has developed a range of intervention approaches to support and guide action on growth and development. The most important of these Documents, which were also taken into consideration when developing the IDP for Tsantsabane, are:

- a) The Ten Year Review: Reflecting on the Lessons and Experience flowing from the first Democratic Decade;
- b) Asgi-SA: A framework setting out how South Africa can achieve shared and accelerated growth;
- c) National Spatial Development Perspective : Outlining a spatial approach to the Economic Development of South Africa;
- d) Northern Cape Growth and Development Strategy : Identifying the key levers for growth in the Province, and
- e) Agenda 21 Principles
- f) Local Government Indaba on Environment
- g) Spatial Development Framework for Siyanda District Municipality
- h) Environmental Management Framework for Siyanda District Municipality
- i) Draft Housing Strategy for Siyanda District Municipality
- j) National Biodiversity Strategy
- k) Millennium Development Goals (as part of the LED)
- l) NC State of the Environment Report

It is also worthwhile to note the Intergovernmental Relations Framework Act, Act No 13 of 2005 that provides a tool for coordinating and focusing the combined resources of Government. Tsantsabane's IDP will draw extensive on the spirit of this Act in shaping Intergovernmental Co-operation in moving from Strategy to Action.

2.1 SWOT ANALYSIS

Strengths <ul style="list-style-type: none"> • Appointment of officials into key positions previously vacant • Overall academically qualified personnel, i.e. public administration, community development, law, financial management, HR etc. 	Weaknesses <ul style="list-style-type: none"> • Poor payment rate and income revenue – Municipality too dependant on Grants • Lack of sufficient cemeteries to cater for the increase in demand • Lack of sufficient Waste Dumping Sites • Lack of sufficient skilled personnel • Lack of proper implementation of the Communication Strategy – internal conflicts between the different departments • Lack of sufficient office space and equipment to accommodate all employees • Lack of providing basic services • Maintenance and reaction time on complaints • Housing backlog • Social issues in the workplace • Lack of effective client service desk
Opportunities <ul style="list-style-type: none"> • Future Mining Developments and subsequent infrastructure development • Tourism sector • Existing infrastructure, i.e. basic services and roads • Youth i.e. economically, socially • Apprenticeship & existing skills • Churches and social organizations • Informal business 	Threats <ul style="list-style-type: none"> • Social Issues in communities, i.e. unemployment, Drug and alcohol abuse, crime, HIV/AIDS etc. • Constraints that directly impacts on the growth of the economic sector, i.e. poor infrastructure • Kimberley attract economic activities and developers hesitate to develop in surrounding areas • Low levels of skills development

2.2 SPATIAL ANALYSIS: PATTERNS AND TRENDS

Land use

Mining constitutes a prominent land use in this area, which is home to Assmang Iron Ore's Beeshoek Mine as well as several new mines, i.e. Kumba Resources, developing in the last year. Other land uses include cattle, sheep and game farming.

Locality of the Municipal Area and the Urban/Rural Components thereof:

This Municipal Area is situated ± 180 km west of Kimberley. The following components / entities were amalgamated and included in the Municipal Area :

- Postmasburg;
- Groenwater / Skeyfontein and
- Jenn Haven.

Potential Spatial/Physical Constraints and Problems Related to the Future Development:

The following issues that could influence future Development have been identified during the analysis phase:

- The potential presence of asbestos within the wider Municipal Area should be identified;
- Storm Water and Drainage problems to be addressed during the future Development of any Residential Area in Postmasburg;
- The basic Geo-Technical Conditions in Postmasburg for the Development of Lower Income Residential Areas is hard and would hamper future development;
- Wide-open vacant spaces present between certain of the Residential Areas in Postmasburg;
- Financial Constraints; and
- The lack of Personnel and Facilities.

Summary of Potential Spatial Problems

- A crucial shortage of Formal Housing and Serviced Sites;
- A need for Land for the abovementioned Development;
- A need for industrial sites;
- The provision of Bulk Services in order to accommodate future Housing provision;
- A need for Integrated Spatial Planning; and
- The Maintenance of/on Present Services.

2.3 SOCIAL ANALYSIS: POVERTY SITUATION AND GENDER-SPECIFIC ISSUES**Health:****Medical Facilities**

Ward 1	Clinic
Ward 2	No facility
Ward 3	Clinic & Hospital - operational
Ward 4	No facility
Ward 5	Clinic Jenn Haven – not operational Postdene - operational Groenwater – no facility Skeifontein - no facility
Ward 6	No facility

Challenges that were highlighted are:

- HIV/AIDS increase & TB increase
- High rate of teenage pregnancies
- Lack of sufficient and qualified staff – limited skills amongst current nurses and nursing sisters
- Lack of sufficient facilities to render a proper health service to all communities
- Irregular and insufficient service rendered by mobile clinics
- Lack of necessary health equipment and medication at clinics

Crime:**Police Stations**

Ward 1	No facility
Ward 2	No facility
Ward 3	Postmasburg

Ward 4	No facility
Ward 5	No facility
Ward 6	No facility

Safety & crime challenges are:

- Lack of sufficient police vehicles
- Lack of accommodation for police officials
- Increase in crime, i.e. family abuse and robberies, related to alcohol and drug abuse
- No fire / Disaster Management Centre, facilities, station or personnel available in Postmasburg or surrounding areas – Lohatla and Assmang currently provide that service to the whole Municipal Area if and when necessary

Education:**Schools**

Town	Pre-primary / crèche	Primary	Private	Secondary
Postmasburg	2	1	1	1
Postdene	2	2	0	1
Newtown	1	1	0	0
Boichoko	2	1	0	1
Jenn-Haven	1	1	0	0
Skeyfontein	2	1	0	0
Groenwater	0	1	0	0

Challenges relating to schools include:

- There is an urgent need for additional School Facilities in Newtown (Postmasburg) and Groenwater / Skeyfontein.
- No Library Facilities are available in Groenwater / Skeyfontein and Jenn-Haven.
- Lack of more Tswana medium Schools
- Lack of private schools focusing on specialized traits i.e. Technical or Agricultural
- Lack of proper water and sanitation services at schools
- Not enough classrooms and teachers in ratio to the amount of learners

Recreation:

The condition of the Community Halls in Postmasburg Residential Area has been identified as a problem and also the provision of such a facility in Groenwater/Skeyfontein and Jenn-Haven. The poor condition and state of local neighborhood Sport Facilities in all the Lower Income Areas were pointed out as well. A higher order, central located Multi-Purpose Sport Facility for Postmasburg has been identified as well as a lack of swimming pools in certain areas.

Towns	Community Halls	Parks and Recreation Facilities	Sport facilities	Libraries	Cemeteries	Others
Postmasburg		3	1	1	3	Town Hall Wetland Makou Dam
Postdene	1	1	1	1	1	
Newtown	1	1	1	0	1	
Boichoko	1	1	1	1	1	
Jenn-Haven	1	0	0	1	1	
Skeyfontein	0	0	0	0	1	
Groenwater	0	0	0	0	1	

2.4 ECONOMIC SECTORS

In terms of the National Spatial Development Perspective, The Siyanda District of which Tsantsabane forms a Local Municipal Area, has been classified as a “*Medium*” importance area which means that no significant investment is concentrated in the region. Whereas the Region has been classified as a Medium Rating Area on most of the categories of development potential, it is rated low on innovation and experimentation as well as the production of high value, differentiated goods.

In most cases, the “medium” judgment of the NSDP hides a more comprehensive lack of real potential:

- Mining activities have been rapidly on the increase in the last few years. Agriculture has never been a key feature of the Local Economy. There is no Labour Intensive Manufacturing in evidence – Manufacturing is in decline across the board.
- Retail and Services: This is a growing sector of the economy, but its potential is very limited by the smallness of the market and by the competitive proximity of Kimberley, which has taken a lot of business away from the City.
- Useful investments have been and are being made in Tourism, but the volume of Tourists is simply not sufficient to act as a driver of the economy.

The real area of potential ‘growth’ lies in mining and tourism.

Surrounding Economic Potential:

The following Surrounding Economic Potential and positive support issues were determined:

- The surrounding Mines stimulate the economy as indicated above. Some mines also provides Residential Areas;
- The larger Mines indicate an “Up Economic Growth Rate”;
- The Lohatla Battle School also stimulates the Local Economy (Residential Area of ±450 Units).
- The surrounding potential for Game Farming has not been fully developed.

Public Private Partnerships:

Several partnerships have been established between the Municipality, the Public Sector, other Government Departments as well as the Mines and larger Stakeholders in order to speed up development in the area. These include:

- Residential housing project – Tsantsabane Municipality, Kumba Resources, NC Department of Housing
- Youth Programmes

Correctly structured, such partnerships are a useful service delivery option from both an operational and a strategic perspective.

Operationally the benefits of PPP's include efficiency gains; output focus; economies generated from integrated the design, building, financing and operation of assets; innovative use of assets; managerial expertise; and better project identification. These benefits can result in some combination of better and more services for the same price, and savings, which can be used for other services or for more investment elsewhere.

Strategically, partnership contracts enhance accountability by clarifying responsibilities and focusing on the key deliverables of a service. Our managerial efficiency can benefit significantly as existing financial, human and management resources can be refocus on strategic functions.

The benefits of PPP's can accrue to all stakeholders. Therefore

- For Tsantsabane – PPP's must be accessible ,relevant, viable and beneficial service delivery options
- For the users of services – PPP's must result in accessible, affordable and safe services that meet acceptable quality standards,
- For private parties – PPP's must be sufficiently rewarding in relation to the investment required and the risks undertaken,
- For society – PPP's must promote goal such as social equity, economic empowerment, efficient utilization of scarce resources and protection of the environment.

Surrounding Economic Threats:

- Surrounding Tourism potential in strong competition with established venues like Witsand, Tswalo Game Lodge and the Kalahari;
- Kuruman and surrounding area provide better hunting potential;
- Surrounding dry climate and limited rain;
- High % Unemployed People in the Rural Areas.

Payment Culture by the Public of the Wider Tsantsabane:

The economic and cash flow situation is under pressure at present. The necessary steps and precautionary measurements should be identified and implemented. The poor payment culture by some Residents contributes to the problem and was analyzed during this phase.

Summary of potential economic problems

- Stimulation of the Local Economy and the Adoption of a Policy in this regard;
- Stimulation of the Informal Sector and all the facets thereof;
- Steps should be taken to stimulate the positive Economic Issues and to address the Negative Issues.

Potential internal economic drivers include:

- The marketing and use of the transportation infrastructure, to create a regional and even international hub for imports, exports and cargo handling / distribution
- The development of niche tourism markets that capture full value out of the special attributes of the area.
- The exploitation of the climate of the area for energy generation (sunshine)
- Increased mineral beneficiation that unlocks manufacturing opportunities.

2.5 ENVIRONMENTAL ANALYSIS

Environmental Threats/Risks

Major existing environmental problems	Location	Magnitude of problem	Causes
Attention to the Vlei-Area of Postmasburg and all other Storm Water Drainage issues	Municipal Area	This is serious for the lifespan of the grass and pipeline infrastructure.	Shortage of maintenance equipment and competent staff.
Hard underground and Soil Conditions for future Development	Postmasburg	Serious depending on the capacity of the developer.	Topography
Poor appearance of Public Open Spaces and Road Reserves	All the Towns	Serious as some sidewalks are unusable.	Shortage of staff and equipment to clean.
Lack of an Environmental Awareness Policy		Minimal	Capacity of the municipality
Poor condition of Main Entrance Roads	Into the Towns	Serious as the roads have exceeded their lifespan. Some of the roads do not belong to the municipality but to provincial roads.	Capacity within the municipality.
Need for a new Dumping Site Closure of existing dumping site	Postmasburg	With the projected growth due to the mining developments the current sites will not be able to carry the capacity	Population and economic growth
Over-Grazing	Postmasburg Commonage		

National Biodiversity Strategy

According to the NBS, biodiversity considerations are to be integrated into all other strategies and plans at local government level, such as poverty eradication and developmental programmes. The NBS provides the map for achieving the biodiversity related objectives contained, i.e. reducing the rate of loss of biodiversity by 2010. The goal of the NBS was therefore always to conserve and manage biodiversity to ensure sustainable benefits to the people of South Africa, through co-operation and partnerships that build on strengths and opportunities.

According to the National Spatial Biodiversity Assessment (NSBA), Tsantsabane and the broader Siyanda was not identified as a priority with regard to biodiversity. However, it continues to be important to address the issue, since biodiversity makes a substantial contribution to the livelihoods of rural communities, in the form of housing, fuel, food and medicines. The results of the assessment also highlighted that many people have become alienated from nature, through apartheid policies and

processes like urbanization. Hence, much more needs to be done to make conservation more inclusive and relevant to people's lives.

To ensure sustainable livelihoods, it is important that economic opportunities are expanded in local areas, in a way that takes both people and biodiversity into account. Nature-based tourism should encourage local economic development. There is also a huge need to expand the skills of local communities, and encourage entrepreneurs in the tourism industry, the game farming industry and commercialization enterprises, through support for training, access to finances and marketing.

It is also essential that policy making and implementation is fully participatory. The Environmental Impact Assessment (EIA) processes need to be followed at all relevant levels, which include extensive public participation. IDP's should also include biodiversity considerations in all planning. Biodiversity must therefore be fully integrated into all planning processes. The environmental Management and Implementation Plans required under the National Environmental Act (NEMA) need to provide a broader understanding of the roles and responsibilities, process, structures and mechanisms to facilitate co-operative governance and are required to identify weaknesses, establish clear actions for addressing them, and measurable indicators for monitoring success.

Threats to Biodiversity:

- *Climate Change*

Climate change is associated with an increase in average global temperatures, leading to changes in rainfall patterns, and is likely to have significant impacts in some part of the world, especially Africa. Indications are that climate change will result in worse floods and droughts reduce production and worsen diseases. In South Africa the predictions are bad – we could lose the entire Cape Floral Kingdom and most of the mammal species for which the Kruger National Park is famous.

It is against this growing concern that efforts should be made to improve the scientific understanding of what drives the earth-atmosphere system, producing such changes, identify those areas that may be particularly vulnerable to environmental changes, and to improve adaptation and mitigation to enable people and plant and animal communities to better live with climate change.

- *Invasive Alien Species*

The uncontrolled spread of invasive species (as later highlighted in the NC-SOER) is one of the key threats to indigenous biodiversity in our country. This spread has negative impacts on the economy, in sectors as diverse as health, agriculture, water supply and tourism and is likely to become much worse with climate change. Therefore the urgency to attend to the development of a Plan to monitor, control and eradicate these species.

Northern Cape Environmental Implementation Plan¹

One of the key environmental issues identified in the province is the generation and disposal of a variety of waste types, including municipal waste, agricultural, agro-processing etc. Given this variety, an equally varied approach, and appropriate competencies are required to manage the different types of waste and to address the improper storage, handling and disposal of environmentally hazardous materials.

Another key issue of concern is the over-exploitation of natural resources, which include the following in the case of Tsantsabane:

- Development in the high conservation vegetation areas

¹ Refer to NC Environmental Implementation Plan for more details

- Illegal hunting
- Fraud professional hunting and hunting contractors

Northern Cape State of the Environment Report²

According to the Report the following themes in the Province were identified:

- Atmosphere and Climate
- Biodiversity
- Environmental Management
- Fresh Water
- Human Settlements
- Land
- Marine and Coast

With regard to Atmosphere and Climate trends in temperature deviations indicate that temperature has been increasing over the past few years, making it all the more important for Tsantsabane Municipality to start taking into consideration the impact of climate change and Global warming on daily planning. Air pollution is furthermore not perceived as an important issue for the Province. In Tsantsabane, however, this needs to be prioritized because of the major increase in mining developments over the last few years and its impact on Air quality and pollution in the area.

The primary threats to Biodiversity, ecosystem goods and services are habitat transformation and degradation, and invasive alien species. The concern regarding threats to biodiversity is borne out of the recognition that our natural resources base provides a variety of goods and services on which life depends. In Tsantsabane this natural resource base is directly threatened by mining developments. The management of these is critical in ensuring effective conservation and sustainable use of the biodiversity. Again making the need for Environmental Conservation and Management Plans as well as Plans to eradicate and monitor Alien Invasive Species very important for Tsantsabane.

With all the development happening in the area, the demands for water have increase as in the rest of the semi-arid province.

Furthermore the Province is characterized by very low population size and density, mostly owing to the large land size of the Province. Human settlements are characterized by the legacy of apartheid, with some areas in Tsantsabane showing a distinct lack of services and infrastructure in comparison to other areas in the Municipality. Whilst the Municipality has tried to address the issues of basic service delivery and the provision of housing, some of the population still lacks these services. Access to appropriate modes of transport is also a Provincial issue and concern. Issues such as culture and heritage have been raised as important for consideration in the future planning of human settlements.

The Province is susceptible to land degradation. Policies and programmes are required to promote the sustainable management of land resources in the Province. Mining has played a major role in shaping the economic development of the area, but as mentioned above, has also had a negative impact on land resources.

² Refer to NC State of the Environment Report which is currently being reviewed

Siyanda Environmental Management Framework³

The area is rich in minerals which has historically been the mainstay of the area's economy. Iron and manganese mining is an important activity in the economy of the area. Haematite deposits in the form of ferriginised banded ironstone occur as a cake or capping to the Gamagara hills which lies between Postmasburg and Sishen. The ore is very pure and typically consist of 95% ferric oxide.

There are significant undeveloped mineral resources left in the area that can contribute to future economic growth in the area depending on the future viability of exploiting the minerals. Large areas of un-rehabilitated and poorly rehabilitated mining activities (current and closed) have a significant negative effect on the scenic environment in the area, especially in the mountainous areas.

Significant other water requirements are the sub-area for urban use as well as rural domestic supplies and stock watering. Groundwater utilization is important in the area and constitutes the only source of water over much of the rural areas. As a result of the low rainfall over the area, the groundwater is mainly used for rural domestic water supplies, stock watering and water supplies to inland towns. Recharge of groundwater is limited and only small quantities can be abstracted on a sustainable basis.

Most of the Siyanda Area is in a natural state and the most significant spatial impact on the environment has come from mining, which occupies an area of almost 7% of the total area.

The area has a good primary tarred road network that links the major towns with each other and to areas outside the area. The secondary network is less developed and vast areas with sparse populations are served only by means of a vast network of dirt roads of varying quality. Many of these roads are, however, in such a bad state that it is an impediment to the development of the tourism potential of the area.

The Sishen / Saldanha railway line which was built to transport iron ore from Sishen to the iron works at Saldanha passes through an area and crosses the N10 highway and the Orange River just north of Groblershoop from where it continues in a south-westerly direction past Kenhardt towards the coast. Postmasburg and Lime Acres are also linked to Kimberley in the south-east and Sishen in the north by a second railway line.

Both general and hazardous wastes are produced in the area. Waste in the "garden waste" classification originating from households and agriculture is the biggest contributor to the waste stream. Waste prevention and minimization are generally not practiced in the area. Recycling is concentrated in the Upington area due to the availability of adequate quantities of recyclable material. Recycling focuses mainly on cardboard and paper. Tsantsabane have a draft plan for future waste management.

There is a need to develop and upgrade landfill sites in order to prevent environmental degradation and meet the needs of the community.

The EMF further indicates strategies focusing on the alleviation of potential key development / environment friction areas by providing direction in respect of how these friction areas should be dealt with. The following strategies have been compiled and in future Tsantsabane will align its own environmental planning to these:

- Strategy for the protection and conservation of high quality natural vegetation
- Protection of sensitive environmental features on large properties
- Protection of sensitive environmental features on large properties across Siyanda

³ Refer to Siyanda EMG as completed in April 2008 for more details

- Strategy for the protection of sensitive environmental features, surrounded or abutted by small properties

2.6 INSTITUTIONAL ANALYSIS

The following is a list of Tsantsabane Municipality's recommended Powers & Functions:

Power and Function	Provide service	Specify (if necessary)
Air pollution	No	District Function
Building regulations	Yes	
Child care facilities		
Electricity reticulation	Yes	
Fire fighting	No	Lack of infrastructure, equipment and Staff
Local Tourism	Yes	In process of receiving the necessary attention
Municipal Airport	Yes	Not required
Municipal Planning	Yes	SDF to guide
Municipal Health	No	Uncertainty
Municipal Public Transport	Yes	
Pontoons and Ferries	Yes	Not required
Storm Water Management	Yes	
Trading regulations	Yes	
Water (Potable)	Yes	
Sanitation	Yes	
Beaches and Amusement facilities	Yes	Not required
Billboards and the display of advertisements in public places	Yes	
Cemeteries, funeral parlours and crematoria	Yes	
Cleansing	Yes	
Control of public nuisance	Yes	
Control of undertakings that sell liquor to the public	Yes	
Facilities for the accommodation, care and burial of animals	Yes	
Fencing and fences	Yes	
Licensing of dogs	Yes	
Licensing and control of undertakings that sell food to the public	Yes	
Local amenities	Yes	
Local sport facilities	Yes	
Markets	Yes	
Municipal abattoirs	Yes	
Municipal parks and recreation	Yes	
Municipal roads	Yes	
Noise pollution	Yes	
Pounds	Yes	
Public places	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	
Street trading	Yes	
Street lighting	Yes	
Traffic and parking	Yes	

Below a summary of the Institutional arrangement of the Municipality as well as the way the implementation of the Employment Equity Plan has addressed some of the inequalities.

Description	2007/8	2008/9	2009/10
Number of male employees	127	125	
Number of female employees	33	37	
Number of white employees	14	11	
Number of black employees	86	93	
Number of coloured employees	57	58	
Number of disabled employees	2	2	

Human Resource Capacity Needed

- Urgent implementation of new Organogram (include and refer to);
- Lack of Personnel in certain Departments
- Lack of Skilled Staff and Relevant Training
- Implementation of Skills Development Plan;
- Low Payment Culture.

Department	Filled positions		Vacant positions	
	2007/8	2008/9	2007/8	2008/9
Office of the Mayor		1		1
Office of the Municipal Manager	2	2	3	1
Corporate Services		2	7	5
Financial Services		1	13	13
Technical Services		1	39	38
Community Services		1	28	27

2.7 MUNICIPAL TECHNICAL ANALYSIS⁴

At present the Equipment and Facilities available are hardly enough to provide services to the current Area but not for any extended Rural Area functions.

The equipment is restricted to 1 Grader, 2 Tippers (6m³), 1 Front-End Loader and a Sewer Tanker, which are not in a good running order. Some of the equipment needs replacement i.e. grader. Fire Control Services and Electrical Maintenance in the Rural Areas have been identified as a future problem.

The Department of Water Affairs has released its Blue Drop-report, after Drinking Water Quality was tested in different municipalities. Out of the 76 municipalities only 22 water supplying systems around the country earned the "Blue Drop" of approval - leaving 54 municipalities where you have to be careful of drinking water directly from the tap.

The report said that water supplier systems that were not able to obtain the Blue Drop status will be placed under close surveillance until they improve.

According to the document, Tsantsabane Municipality was also unable to obtain the Blue Water drop

⁴ Refer to Consolidated Infrastructure Plan

According to the Community Survey in 2007, 77.8% of households use electricity for lighting, 72.2% for cooking and 64.8% for heating. In comparison with 2001 Census Data this indicates some improvement in electricity provision over the last 7 years.

The survey further indicates an improvement in sanitation and sewerage provision. In comparison to 2001 (10.7%) 8.1% of households are still using the bucket toilet system. However, the number of households with no services has increased from 8.7% to 16.3%.

Wards	Water Backlogs				Sanitation Backlogs			
	2001	2008	Planned	Remain	2001	2008	Planned	Remain
Ward 1	5	2	2	-	6	9	9	-
Ward 2	327	126	126	-	480	734	734	-
Ward 3	89	34	34	-	76	116	116	-
Ward 4	12	5	5	-	92	141	141	-
Ward 5	169	65	65	-	221	338	338	-
Ward 6	32	12	12	-	356	544	544	-
	634	245	245	-	3,232	3,890	1,882	-

WSA Code	WSA Name	March 2007 Bucket Backlog	Buckets Removed April 2009	April 2009 Bucket Backlog
NC085	Tsantsabane Local Municipality	289	0	289

With regard to water provision the percentage of households having access to pipe water inside their dwellings have also increased from 37.1% to 62%. This has a direct impact on the decrease in households having access to piped water inside the yard.

Total Households Served						
Service Level	Above RDP	at RDP	Below RDP	No Infrastructure	Total	
Total	5,306	323	122	25	5,776	
Served	3,876	323	122	0	4,322	
%	73.05%	100.00%	100.00%	0.00%	74.81%	

Total Poor Households Served						
Service Level	Above RDP	at RDP	Below RDP	No Infrastructure	Total	
Total	1,802	109	38	8	1,956	
Served	1,802	109	38	0	1,949	
%	100.00%	100.00%	100.00%	0.00%	99.61%	

Department of Water Affairs and Environment: Dec 2009

The amount of households receiving refuses removal services by the local authority have strangely decreased to 77.9% in comparison to the 83% in 2001. A further indication as to why this was identified as a priority issue under the environment.

Housing Backlog

According to the Community Survey (Stats SA 2007) 73% of the population live in formal and 25% of the total population lives in informal dwellings. This differs from the figures indicated through Census 2001: i.e. 79.9% formal and 17.3% informal dwellings.

The 2007 survey further indicates that 59.6% of households live in houses which they own and have fully paid off. This is seen in relation to the 6.7% not yet paid off; 22.6% rented and 9.1% occupied rent-free households.

Housing and Services Survey:

The following **Housing Backlog** was determined within the lower income areas:

Ward	Total Households		Total Backlogs			
	2001	2008	2001	2008	Planned	Remain
Ward 1	513	624	13	351	351	-
Ward 2	902	1,096	205	1,165	1,165	-
Ward 3	1,208	1,468	241	138	138	-
Ward 4	1,264	1,536	303	257	257	-
Ward 5	1,039	1,263	247	809	809	-
Ward 6	914	1,111	400	-	-	-
	5,840	7,099	1,409	2,720	2,720	-

Remaining Gaps:

- Proper Maintenance of Existing Infrastructure;
- Economic and Social Development under Risk of Infrastructure Deterioration;
- Adherence to Statutory Plans such as the SDF.

2.8 MUNICIPAL FINANCIAL ANALYSIS

Limited funding is available for Maintenance or any new Capital Projects. The above-mentioned is the result of:

- The Poor Payment Record;
- In Arrears Payment by the Community;
- Strict Implementation of a Policy in this regard; and
- Decline in Economy of the Region and the Country.

Although the Municipality experiences Cash Flow Problems, a Policy of Strict Financial Control is in place. The Indigent policy of the Local Authority is in place whereby individuals with an income of less than R850/month receive R86.00 per month subsidy on services provided.

The following accounting records are available as part of the Financial Management of the Municipality:

- Income / Expenditure accounts
- Capital records
- Creditor's records
- Purchasing records
- Cashbook / cash flow systems

Challenges:

Analysis of operating income and expenditure:

INCOME	Actual 2007/8	Budget 2008/9
Grant & Subsidies:		
Central Government		
Provincial Government		
Operating Income:		
Assessment rates		
Sale of electricity		
Sale of water		
Sewerage & refuse		
Other Income		
Total Income		
EXPENDITURE		
Salaries, Wages & allowances		
General Expense:		
Purchase of electricity		
Purchase of water		
Indigent		
Other general expenses		
Repairs & Maintenance		
Capital charges		
Contributions to fixed assets		
Contributions to funds		
Gross Expenditure		
Less: amounts charge out		
Net Expenditure		

The recent decrease in the payment of rates and taxes by residents was highlighted as a serious financial challenge.

Remaining Gaps

- The Cost of Continuing with Non-Core Business Activities;
- Achieving Clean Audit Reports;
- Establishing a new Funding Regime;
- Extending the Rates Base in line with the Property Rates Act Provisions;
- To Increase the Collection Rates.

3. DEVELOPMENTAL STRATEGIES

To give effect to the Development Vision and Development Objectives, the following series of high-level development targets for Economic Growth and Social Development in the Northern Cape were set:

- To maintain an average annual economic growth rate of between 4% and 6%;*
- To halve the unemployment rate by 2014;*
- To reduce the number of households living in poverty by 5% per annum;*
- To improve the literacy rate by 50% by 2014;*
- To reduce infant mortality by two thirds by 2014;*
- To reduce maternal mortality by two thirds by 2014;*
- To provide shelter for all by 2014;*
- To provide clean water to all by 2009;*
- To provide access to adequate sanitation to all by 2009;*
- To reduce crime by 10% by 2014;*
- To stabilize the prevalence rate of HIV and AIDS and begin the reverse by 2014;*
- To redistribute 30% of productive agricultural land to PDI's by 2015;*
- To conserve and protect 6, 5% of our valuable biodiversity by 2014; and*
- To provide adequate infrastructure for economic growth and development by 2014.*

The NCPGDS also addresses the issue of strengthening Local Government. In the first decade of democracy, substantial progress has been made towards the transformation of the system of Local Government. In recent years core Systems of Development that focus on Integrated Development Planning, Service Delivery, Community Participation and Performance Management have been introduced.

The Key Objectives of the Support Strategy are to:

- *Entrench Integrated Development Planning as an approach;*
- *Improve the capacity of Municipalities to plan so as to ensure Sustainable, Integrated and Targeted Development and Investment;*
- *Improve the Implementation Capacity of Municipalities to ensure effective delivery of services;*
- *Improve Inter-Sectoral Co-operation between Provincial Departments and Municipalities;*
- *Ensure Co-ordination and effective implementation of the various support initiatives; and*
- *Support Municipalities that have little or no structural capacity.*

The key initiatives aimed at targeted support for Municipalities to ensure Sustainability, Integrated Service Delivery and Financial Viability includes the following:

- Inter-Governmental Planning Support;*
- Project Consolidate; and*
- Local Government Support Programme (MSP).*

A multi-dimensional approach to spatial planning and development needs to be adopted in the Province through a Provincial Spatial Development Strategy (PSDS). The PSDS must not only give effect to National Spatial Development Priorities, but must also set out the Provincial, Regional and Local Spatial Priorities of the Northern Cape. It will guide strategic decisions related to the location and the distribution of resources in time and geographic space.

Strategic Elements of the PGDS pertaining to the Municipality:

Established Growth Centers

"The major established growth centres are located in the Kimberley and Upington Sub-Regions. These are likely to remain the main economic driving forces for the foreseeable future and will continue to attract rural and urban migrants. This growth in population often exceeds the growth of service provision thereby increasing backlogs. The implication of this is that development priorities in these areas should be the reinforcement of growth in established Economic Sectors through Diversification, SMME Development and Increased Levels of Service Provision."

Land Reform Areas

"A number of land restitution and redistribution cases in the Northern Cape are in close proximity to the Postmasburg and Upington areas. In most settled cases this has led to services being provided in previously under- or non-serviced areas. In many cases, the economic potential of land is inadequate as a source for economic livelihoods and this will have to be addressed in any future consideration of Infrastructure Investment and Development. As a result, the development priorities should be maximization of LED opportunities, promoting integration and linkages with the surrounding economy and the provision of appropriate levels of service."

The NCPGDS also Addresses the Issue of Financing Growth and Development

"Securing adequate financial resources to finance growth and development is a critically important strategic imperative. Clearly, our ability to finance the programmes and projects that would lead to the achievement of our Development Objectives will be a key determinant of our success. The reality of our collective situation is that, while no single agency has sufficient financial resources to drive growth and development to the extent required, there are a number of relatively well-resourced players that can collectively contribute to the achievement of our Collective Vision for the Economic and Social Development of the Northern Cape."

However, this will require a high degree of commitment to an inclusive, participatory and well co-ordinated approach to planning for growth and development and to the implementation of programmes and projects that seek to achieve this end. By integrating the programmes and budgets of those institutions that share co-responsibility for promoting growth and development in the Northern Cape, it should be possible to enhance the development impact of their spending in the Province.

Through the "equitable share" and alignment of the MTEF with the NCPGDS, through better co-ordination and management of Municipal Finance and through the integration of National Government Department spending in the Province, it should be possible to streamline public sector spending on growth and development.

The possibility for complementary spending by State Owned Enterprises, the Development Finance Institutions, the Private Sector and some of the Labour Unions, and a picture emerges that suggests that it should be possible to do more to Finance Growth and Development Initiatives. However, this would require these parties to collectively achieve better levels of co-ordination and co-operation amongst the institutions responsible for growth and development."

Implementing, Monitoring and Evaluating the NCPGDS

"Despite the limitations of conditions set by National Government, Provincial Government remains a significant catalyst for Economic Growth and Social Development. The NCPGDS is, thus, an important tool to ensure that the development impact of what Government and its partners do is maximized."

As a facilitator of economic growth and the major driver of Social Development, Provincial Government has to work in partnership with all Stakeholders to improve programmes for Economic Growth and Development, to set targets that are achievable and ensure co-ordination of Provincial and Local Government Development Programmes.

Provincial Government must position itself as an enabler of Economic Growth. Since it cannot bring about increased Economic Growth and Development alone, collaboration with the Private Sector, the Donor Community and the relevant National Level Institutions is essential. Similarly, in Social Development, Government is committed to working closely with all Stakeholders to optimize the impact of its programmes and activities.”

In striving to achieve “Institutional Superiority”, Provincial Government will have to consider a range of options. Depending on the function in question, a choice exists between delivery through normal Public Sector Structures or through External Agencies. Opportunities for Outsourcing, Privatization, Joint Ventures, PPP’s or the creation of Statutory or Non-Statutory Agencies exist to facilitate the delivery of NCPGDS programmes and projects.

Adequate monitoring and evaluation systems, procedures and arrangements must be put in place to ensure the success of the NCPGDS. These must be developed as an integral part of the process of formulating and implementing the NCPGDS and must provide for adequate and proper measurement, evaluation and feedback.”

3.1 VISION

“Tsantsabane will be providing sustainable, valuable and efficient service to all its communities”

3.2 MISSION

- ***Tsantsabane must deliver a positive contribution to the sustainable growth and development within its boundaries and the rest of the Northern Cape.***
- ***The creation of a healthy and environmentally friendly environment within and outside of the Councils’ boundaries, must be attempted***
- ***The promotion of a Local Economic Development should be furthered in order to promote manufacturing and other mining related sectors and investor interest in the region.***
- ***The promotion of human resources within and outside the organization through training and the implementation of new technological aids.***
- ***The municipality will through sound management of scarce resources better the quality of life for all its residents.”***

3.3 STRATEGIC OBJECTIVES STRUCTURED INTO 5 KPA'S

The purpose of a development objective is to indicate "what" needs to be obtained in order to achieve your vision based on the shortcomings identified during the analysis phase. During this phase certain "what to do procedures" would also be formulated on how to achieve the objectives, i.e. strategies.

Priority Issues	Proposed Objectives	Targets	Actual 2007/2008
1. Insufficient <u>Housing and Serviced Sites</u>;	Development of a Housing Development Plan aligned to Siyanda District Municipality's and Provincial Plan	1 Plan by June 2011	bulk infrastructure development in Pensfontein
	Provision of services and preparation of _____sites per year in order to provide for the housing demand	_____ sites / erven	
	Building of _____ houses per year over the next 5 years in order to provide housing to all residents in Tsantsabane Municipality	_____ houses build	Groenwater and Marangteng housing projects (785houses build in 2009/10)
2. Insufficient <u>Supply and Maintenance of Bulk Water and Sanitation</u>;	All Residents of Tsantsabane Municipality must have easy access to Safe and Quality Water, according to RDP Standards, by _____.	_____ households	pressure tower in Newtown
	All Residents of Tsantsabane have easy access to Sanitation, according to RDP Standards, as well as Sewerage Systems are able to cater for the rise in demand, within the next 5 years.	_____ households	
	Waste Management Plan to regulate the development of new sites as well as to make provision for Waste removal services, waste minimization and waste recycling.	1 WMP to be developed and implemented	Draft WMP compiled Committee established
3. Insufficient <u>Provision and Maintenance of</u>	All Residents of Tsantsabane Municipality have access to Electricity within their dwellings by _____.	_____ households	

<u>Electricity;</u>	Upgrade electricity networks in Tsantsabane according to priority over the next 5 years		
4. Insufficient Provision and Maintenance of Roads and Transport Infrastructure;	The upgrading of all road infrastructure and stormwater systems (according to priority) in Tsantsabane over the next 5 years	_____ km upgraded	Khuting roads and storm water project
	Building of new road and transport infrastructure in Tsantsabane as indicated through proper needs analysis and according to new developments in the area, over the next 5 years The development of a transport plan aligned to Provincial Plan by 2012	_____ km new road infrastructure build Draft plan June 2011	Stasie street Airfield storm water in Postdene
5. Insufficient Stimulation and Enhancement of the Local Economic Development (LED);	Develop and Implement an LED Strategy	June 2010	
	Develop an Incentive scheme to promote and support the Local Informal business Sector over the next 5 years in Tsantsabane;	1 scheme by June 2011	
	Provide Skills Training to youth in Tsantsabane over the next 5 years	10 youth / annum	
	Establish Smaller Business sites and Business Hives (informal trading areas) in all wards according to economic priority in Tsantsabane;	1 site per annum	Honey project in Skeyfontein
	Provide Land and Facilities for Small-Scale Farming in Tsantsabane over the next 5 years;	5 emerging farmers per year	

Development of a Tourism Development Plan by June 2011.		
		1 plan by June 2011
6. Ineffective Functioning of Municipal Systems and Management;	The improvement of Municipal Infrastructure and Municipal Systems	Municipal buildings upgraded by June 2011
		_____ systems updated and improved by June 2011
	Capacity Building of Staff in order to create an effective Managed and Functioning Municipality by 2010/11	_____ staff trained in areas as identified through the IDP _____ staff trained
7. Insufficient Hospital, Ambulance and other Health Facilities and Services;	To improve Health services through the training of existing staff and appointment of additional staff where required as well as improvement of mobile clinics in Tsantsabane over the next 5 years	
	Improved Health Facilities to the wider Tsantsabane Residents over a period of 5 years	
8. Increase in HIV/AIDS and Unwanted Pregnancies;	Review the existing plans and structures over the next 12 months and establish or develop all outstanding tools to aid the Municipality in the fight against HIV/AIDS by June 2011	Policy reviewed by June 2011 1 plan developed by June 2011 1 structure established by June 2011 _____ campaigns held in collaboration with all relevant stakeholders
9. Insufficient and poor quality of Sport and Recreation Facilities and	Easy access for all residents of Tsantsabane Municipality, to proper community, sport and recreational facilities and services, within a 5-Year Period.	_____ Upgraded facilities _____ new facilities

Services;		
10. Insufficient and poor condition of <u>Education and Library Services</u>;	Improvement of Educational Facilities within the next 5 years in order to promote the Culture of Learning and to Increase the pass rate in Schools	_____ upgraded facilities _____ new facilities _____ Improved library services
11. Poor condition of the <u>Environment</u> and its effects;	All projects needing an Environmental Approval before implementation to undergo an EIA process Development of Environmental Management Plans for areas identified through the EMF/SDF	_____ projects implemented with ROD Environmental Management Plans developed according to priority

3.4 FORECASTED FOR 10-15 YEARS

Priority Issue	Forecast towards 2020
1. Insufficient <u>Housing and Serviced Sites</u> ;	To reduce the number of households living in absolute poverty by 10% All residents have access to proper and safe housing and shelter No informal settlements in existence.
2. Insufficient Supply and Maintenance of <u>Bulk Water and Sanitation</u> ;	To provide clean water to all in the area To eliminate sanitation problems in all areas Minimization and recycling of waste in all towns and settlements
3. Insufficient Provision and Maintenance of <u>Electricity</u> ;	To provide electricity to all residents in Tsantsabane
4. Insufficient Provision and Maintenance of <u>Roads and Transport Infrastructure</u> ;	All internal and access roads upgraded. All connection roads regavelled and upgraded
5. Insufficient Stimulation and Enhancement of the <u>Local Economic Development</u> (LED);	To maintain an average annual economic growth rate of between 4%-6% To halve the unemployment rate To provide adequate infrastructure for economic growth and development

	Establishment of industries in mining and manufacturing to sustain themselves to contribute to the upliftment of the inhabitants of the area
6. Ineffective Functioning of <u>Municipal Systems and Management</u> ;	<p>Proper internal auditing on an annual basis</p> <p>Municipality's payment rate increased to 90% and hence contributing to the local economy as well as to the standard of service provision and basic infrastructure upgrading</p> <p>All vacant positions filled</p> <p>Staff appointed and skills development plan implemented according to the capacity needs identified in the IDP processes</p> <p>Maintain sound labour relations</p> <p>Ensure effective Integrated Development Planning and Performance Management in the Municipality</p> <p>Communication Strategy compiled and implemented</p> <p>Ward Committees fully functional and operating according to Ward Based Plan – informing the IDP planning and implementation</p>
7. Insufficient Hospital, Ambulance and other <u>Health Facilities</u> and Services;	<p>To reduce infant mortality by two thirds by 2014</p> <p>To reduce maternal mortality by two thirds by 2014</p> <p>Provide proper services and facilities to all residents</p>
8. Increase in <u>HIV/AIDS</u> and Unwanted Pregnancies;	<p>To stabilize the prevalence rate of HIV / AIDS and begin the reverse</p> <p>Fully functional forum and implementation of HIV/AIDS plan through the Office of the Mayor</p>
9. Insufficient and poor quality of <u>Sport and Recreation</u> Facilities and Services;	All towns and settlements have access to proper clean and maintained sport and recreation facilities
10. Insufficient and poor condition of <u>Education and Library</u> Services;	All towns and settlements have access to proper educational and library services and facilities
11. Poor condition of the <u>Environment</u> and its effects;	<p>Appointment of an Environmental Practitioner to serve the area in relation to compliance with legislation</p> <p>Fully operational environmental management plan with by-laws</p> <p>All waste sites registered and licensed</p> <p>Waste minimization and recycling contributing to the local economy's increase</p>

3.5 STRATEGIES TO REACH OBJECTIVES

Priority Areas	Proposed Strategies
1. Insufficient <u>Housing and Serviced Sites</u> ;	<ul style="list-style-type: none"> • Establishment of Housing Provision Policy; • Reduce influx from other Areas; • Provide Serviced Sites; • Provide Sustainable and Affordable Housing to all Levels of the Society; • Provide Alternative/Temporary Accommodation to Residents.
2. Insufficient Supply and Maintenance of <u>Bulk Water and Sanitation</u> ;	<ul style="list-style-type: none"> • Upgrading of the Water System of Postmasburg to avoid pressure problems at peak hours; • Repair the Mono Pumps at Jenn-Haven; • Provision of On-Site Water for Groenwater/Skeyfontein; • Bulk Services and Additional Bulk Water. • Upgrading of the Sewer Purification Works of Postmasburg; • Provision of Water Bourne Sewer Facilities/Toilets to certain Areas of Boichoko, Newtown, and Groenwater/Skeyfontein; • Improved Refuse Removal (Sanitation). • Establishment of new waste dumping sites according to regulations
3. Insufficient Provision and Maintenance of <u>Electricity</u> ;	<ul style="list-style-type: none"> • Provision of Civil and Electrical Services for future development in order to Accommodate additional Erven and Residents in a co-ordinated fashion; • Upgrading of and Maintenance towards existing Services; • Master Plans in this regard for Postmasburg; • Provision of Streetlights for some of the Main Access Roads into some Residential Areas; • Provision of High Mast Lights at Jenn-Haven; • Upgrading of the Network in the Midtown of Postmasburg and the Industrial Area; • Provide Facilities for Groenwater/Skeyfontein
4. Insufficient Provision and Maintenance of <u>Roads and Transport Infrastructure</u> ;	<ul style="list-style-type: none"> • Viability study on Airport Facilities for the wider Municipality; • Provision of Bus and Taxi Terminus Facilities in all the relevant Towns including Groenwater/Skeyfontein;

	<ul style="list-style-type: none"> • Maintenance and Provision of Road Signs; • Establishment of Storm Water Master Plans for Postmasburg; • Upgrading of the Storm Water Facilities in the Road Reserves for all the Residential Areas in Postmasburg; • Upgrading and Tarring of the Main Access Roads into the Lower Income Area with special reference to Groenwater/Skeyfontein; Jenn-Haven and Postmasburg Suburbs.
5. Insufficient Stimulation and Enhancement of the <u>Local Economic Development</u> (LED);	<ul style="list-style-type: none"> • Develop and Implement an LED Strategy on a Regional Base; • Stimulation of the Local Economy with reference to the Informal Sector; • Provide Skills Training; • Smaller Business Erven and Business Hives; • Provide Informal Trading Area; • Land and Facilities for Small-Scale Farming; • Development of the Tourism Sector. • Public Private Partnerships – refer to Economic Analysis
6. Ineffective Functioning of <u>Municipal Systems and Management</u> ;	<ul style="list-style-type: none"> • Intensive Implementation of the Policy to address the Poor Payment Culture; • Increase in revenue • Urgent Provision of an Institutional Plan to address the Future Functioning and Service Provision; • Implementation of the approved Personnel Diagram; • Training of Personnel on relevant issues; • Budget for and Provision of Equipment; • Finalize the Rural Responsibility of the Council; • Financial Control; • Adopt a Policy and put a Process in place to Serve Arrear Payments; • Generate Income by taking the Electrical System over from Escom; • Encourage Public Participation in the decision making Process; • Disaster Management Plan to be implemented • Reduce the number of qualified reports from the Auditor General through more sound budgeting and planning processes aligned to each other

7. Insufficient Hospital, Ambulance and other <u>Health Facilities</u> and Services;	<ul style="list-style-type: none"> • Mobile Clinic to visit Rural Areas; • Determine the need for Additional Clinics to be provided and the Provision of more Trained Personnel plus Facilities; • Provision of a more Professional Ambulance Service; • Implementation of an aggressive Community driven fight against AIDS.
8. Increase in <u>HIV/AIDS</u> and Unwanted Pregnancies;	<ul style="list-style-type: none"> •
9. Insufficient and poor quality of <u>Sport and Recreation</u> Facilities and Services;	<ul style="list-style-type: none"> • Provision of Old Age Facilities; • Better Service Points for the Payment of Pension to the Elderly; • Identification of Cemeteries for certain Areas; • Proper Maintenance and Upkeep of the Cemeteries and the Facilities therein; • Provision of One-Stop Centres in all the Towns and Settlements; • Control the activity of Shebeens/Taverns; • Improve Services by the SAPS and organized assistance to them/ Mobile Police Station; • Upgrading of and Maintenance on Community Halls; • Maintain and Provide sufficient Sport Facilities including Swimming Pools; • Conversion of the Postmasburg Show Grounds into a Multi-Purpose Sport Facility.
10. Insufficient and poor condition of <u>Education and Library</u> Services;	<ul style="list-style-type: none"> • Provision of Additional Schools in certain Areas where no facility has been provided; • Upgrading and Maintenance of existing School Facilities with reference to Bus Services; • Training and Equipping of Educators/Teachers; • Provision of Library Facilities and the extension thereof to all Communities; • Mobile Library.
11. Poor condition of the <u>Environment</u> and its effects;	<ul style="list-style-type: none"> • Prepare an Environmental Management Plan for those areas highlighted through the EMF / SDF; • Adoption of an Environmental Awareness Policy by the Council; • Maintain and clean Public Open Spaces, Entrances into the Towns and Streets; • Educational programmes etc. to make the wider Community more Environmental Orientated. • Waste Management Plan developed and implemented • All waste dumping sites licensed according to regulations

4. IMPLEMENTATION PLAN

4.1 Tsantsabane Project List

Housing

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Maranteng 300	Construction of 66 houses	2009/ 2010	Maranteng	R7, 309,008.00 / DPLG	Funds granted
Groenwater 485	Construction of 66 houses	2009/ 2010	Groenwater	R9, 745,344.00 / DPLG	Funds granted

Water and Sanitation

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Rising main & sewer outfall	Bulk Sewer Network	2009/10/11	Postmasburg	R 35, 136, 000 / DPPLG Tsantsabane	Not Funded
Erection Pressure tower & auxiliary works	Water supply	10/11	Postmasburg	R 13, 236, 000 MIG	Not Funded
Pressure Tower	Elevitated Pressure Tower	2008/09/10	Newtown	R 1, 684, 790 MIG	Construction Phase
Boichoko 212	Sewer Networks	2010/11	Boichoko	R 7, 522, 979, 70 Tsantsabane Dplg	Not Funded
Newtown Buckets	Bucket Eradication	2009/10/11	Newtown	R 2, 272, 700 MIG	Not Funded

Khuting Roads & Storm Water	Roads & Storm Water	2009/10/11	Boichoko	R 5, 930, 428 Kumba Tsantsabane	In construction
Provision of New Dumping sites	Reduction of illegal dumping occurrences	2009/10/11	Tsantsabane	R 1 500 000 MIG	To be submitted to funding

Infrastructure Roads & Electricity

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Upgrading of Stasie Street	Upgrading of Access Roads	2009/10	Postmasburg	R 1, 623 111 Kumba Tsantsabane	Construction In progress
Upgrading of End Street	Upgrade of access roads	2009/10	Postmasburg	R 1,681 344 Kumba Tsantsabane	Contractor appointed
Upgrading of Springbok Street	Reseal of tar road	2009/10	Postmasburg	R 478, 344 Kumba Tsantsabane	Tender
Upgrade of roads & storm water	Paving of roads Postdene	2009/10/11/12	Postdene	R12, 000 000 MIG	In construction EPWP
Bulk Electricity	Upgrade of Traction substation	09/10	Postmasburg	R4, 362 724 Kumba, Tsantsabane	In Construction
Bulk Electricity	Electrical network Airstrip	09/10	Postmasburg	R3, 516 000 Kumba, Tsantsabane	In construction
Low water bridge	Provision of roads	2009/10/11	Skeifontein	R4, 000 000 Roads & Public Works	Consultation
Provision of Lights	High mass lights	2009/10/11	Boichoko Postdene Newtown	R15, 000 000 DPLG DME	

			Groen water Stasie		
Provision of houses	Replace muddy houses	2010- 2015	Newtown	R35, 000 000 DPLG	Consultation

Local Economic Development

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Honey bee Project	Development of Honey bee commercial	2009/10/11	Skeifontein	R500 000 Kumba	Consultation
Commercial Framing	Fencing, Equipment, Windmill, Tools	2009/10/11	Postmasburg	R2 200 000 Kumba	Consultation
Recycling	Bottling, Paper, Waste	2009/10/11	Postmasburg	R2 571 200 Kumba	Consultation
Poultry farming	Poultry farming	2009/10/11	Groenwater	R2 500 000 Kumba	Consultation

Municipal Systems and Management

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Establishment of Fire Disaster and Rescue Unit	To enhance safety and rescue services to the public	2009/10	Postmasburg	R 1 000, 000 ASSMANG	Business Proposal to be submitted
Fencing around Municipal Buildings	To enhance safety on municipal buildings	2009/10	Jenn-Haven	R 80 000 MIG	Submitted for funding

Health facilities

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Upgrading of Health Facilities	Sufficient and proper health services to the satisfaction of all residents	2009/10/11	Postdene	R 600 000 Department of Health	Awaiting funding
Provision of health services	Construction of clinic	2010/11/12	Boichoko	R2, 100 000 Dept. of Health	Consultation

Sport and Recreation

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Upgrading of Sport facilities	Maintenance of existing facilities Development of new facilities	2008/9/10	All wards	R 2 100 000 LOTTO Siyanda	Await approval of business plan

Environment

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Fencing and cleaning of all grave yards	Upgrading of grave yards	2009/10	All wards	R 300 000 DBSA	To be submitted for funding

Provision of new cemeteries	To provide for the ever increasing mortality rate	2009/10/11	Newtown and Stasie	R 300 000 MIG	To be submitted for funding
Eradication of invader species as well as alien plants, trees and species	Removal of trees	2008/9/10	Tsantsabane	R 200 000 DWAF	To be submitted to funding
Waste recycling	Recycling of tonnage of disposed refuse	2009/10/11	Tsantsabane	KUMBA Tsantsabane	To be submitted to funding

Community Upliftment

<u>Project Name</u>	<u>Description</u>	<u>Target Date</u>	<u>Target Location</u>	<u>Estimated costs / Funders</u>	<u>Status Quo</u>
Youth development	To increase literacy levels; To enhance youth development and service delivery	2009/10/11	Postmasburg	R 4, 700 000 KUMBA	Consultation

4.2 Completed projects 2007-2009

Project	Location	Date	Cost
Stasie Street	Newtown	Feb 2010	R8,5m
Khuting	Boichoko	March 2010	

4.3 FUTURE DEVELOPMENTS

Tsantsabane are not well served in terms of bulk services, but the demand for new infrastructure is a challenge in the light of the new housing and other developments and simultaneously upgrade and maintain ageing infrastructure. There is also a growing demand for road space. Council anticipates extending three existing residential areas through public private partnerships. Bulk electricity has also been upgraded to make provision for development of between ten to fifteen years.

Boichoko

An additional 118 medium cost housing project have commenced in January 2008. The project will be extended with the provision of additional medium cost housing that will add towards this project. In addition to this new parks and recreational facilities are planned in this area. Huge funds are needed only for the provision of bulk services which were covered partly from the partnership agreements between Kumba mine and the municipality which has recently started with construction.

Postdene

An additional 700 medium cost houses will be build for the financial year 09/10 for the new development of Kumba in the Postdene area. The bulk services will be installed based on a public private partnership agreement between Kumba and the municipality. Internal services will be provided by Kumba Iron Ore for their housing development. The municipality will take advantage of the provision of bulk services under this agreement to extent it with additional provision of service sites for other mixed housing development. This will ensure social cohesion and integration of communities at large. In addition to this recreational facility, the provision of a mini shopping complex and a school is also planned for this area.

Airstrip

This development seeks to address high density housing need in the municipal area. Council has availed 252 sites for the development of high density houses for Kumba. Council will also take advantage of the provision of bulk services to provide additional service sites for the wider public. Council will take into cognizance

the land policy that will be developed and the ownership patterns with regard to land ownership when disposing of land. Provision of a new private hospital has also been made in this development together with a mini shopping complex for this area.

Other major developments

Kumba Iron Ore, a member of Anglo American Plc Group has started a new mine in the municipal district in the financial year 2008/09.

Kumba Iron Ore Limited ("Kumba") announced the approval of an R8.5bn investment in the new Sishen South mine in July 2008. The new mine is scheduled to start production in the first half of 2012, ramping up to full capacity of 9Mtpa in 2013.

It will have in excess of 20 years life and produce Direct Shipping Ore ("DSO") with product qualities of 64% Fe lump and 63.5% Fe fine ore for the export market. The ore will be transported on the main Sishen-Saldanha rail line to the port of Saldanha Bay via a rail link to be built from Sishen South mine.

Approximately 750 people will be employed by the mine, with a further 2000 jobs created at the peak of the construction phase. Indirect job creation is estimated to be in the region of 4000 jobs. The mine will have a positive impact on the economy of the Northern Cape and in particular Postmasburg.

5. ANNUAL OPERATIONAL PLAN – BUSINESS PLAN

Service Delivery Budget Implementation Plan

This plan will be compiled and adopted 14 days after the approval of the budget, i.e. 14 June 2010. The SDBIP will be compiled in alignment with the IDP as well as approved Municipal Budget.

6. FINANCIAL STRATEGY (FINANCIAL PLAN)

The approval of the 2008/9 Mid-year review and adjustments budget has directly informed the compilation of the draft 2009/10 MTREF, aligned to the spirit of the Municipal Finance Management Act, and more specifically the principle of multi-year budgeting.

The financial planning principle of budgeting for improved service delivery and subsequently realising operational efficiency gains while ensuring the Municipality's deliverables are attained in a sustainable manner has been strived for with the compilation of the draft 2009/10 Medium-term Revenue and Expenditure Framework.

In ensuring this principle is successfully implemented through the entire planning process, the IDP Office and Steering Committee have not only been key role-players throughout the process, but also contributed to the development of the budget.

6.1 BACKGROUND

Proper Financial Management and Good Governance has always been a passion for Tsantsabane Municipality. During the 2007/8 financial year Tsantsabane Municipality invested a great amount of effort and time in improving and reviewing its financial management strategies, policies, systems and procedures to bring in line with new financial legislation and practices. Very recently a new CFO was also appointed as part of the financial strategies to improve the financial state of the Municipality.

This plan is based on the management of the following:

- Municipal Operational Budget
- Municipal Capital Budget

The purpose of the Operational Budget is to:

- Indicate revenue and expenditure forecast for the mentioned years
- Establish a medium term financial framework
- Indicate strategic planning to raising income and to safe on expenditure

The purpose of the Capital Budget is further to:

- Link the capital programme with sourced of funding
- To ensure inter-departmental alignment; and
- To stimulate the confidence of provincial investors

The following accounting records are available as part of the Financial Management of the Municipality:

- Income / Expenditure accounts
- Capital records
- Creditor's records
- Purchasing records
- Cashbook / cash flow systems

As part of the IDP, the budget compilation and implementation is aligned and in accordance with the Municipal Finances Management Act (MFMA). Financial Statements are timeously submitted, however, the last audit was classified as qualified.

Again as part of the IDP process and according to the MFMA the draft budget has been made public & reflects strategic choices & community development priorities as identified during the IDP Analysis Phase. A very clear analysis remains the fact that the current revenue streams that can not sustain service delivery and the successful implementation of the IDP.

Challenges:

- Ensuring that the resources are distributed evenly through the vast area of our Municipality
- High rate of unemployment which accounts for the low payment rate amongst certain members of the community
- The Municipality has in the last 2 years relied heavily on grants received from National Government. The needs of communities far exceed the income that the Municipality receives for services rendered to communities.
- This situation has handicapped council in its plans to develop the economic base of the Municipality

6.2 SUMMARY STATEMENT OF FINANCIAL MANAGEMENT ARRANGEMENTS

Inventory and short description of financial management includes:

- Financial Supervisory Authority – Director Financial Services with 1 Deputy and 1 Assistant Director
- Implementing Authority – 2 Accountants (1 income and 1 expenditure) and 1 vacant positions for a procurement officer
- Treasurer - Director Financial Services assisted by Senior Clerks
- Internal auditor – reporting directly to the Municipal manager and to be assisted by Senior clerk (post vacant)

Base financial management guidelines and procedures

The Municipality is in the process of adopting the following policies to be implemented in the next financial year:

- Banking and investment Policy
- Fixed Assets Management Policy
- Property Rates Policy
- Fleet Management Policy

6.3 SUMMARY STATEMENT OF THE FINANCIAL STRATEGY

The Financial Strategy has essentially informed the compilation of the 2009/10 Medium-term Revenue and Expenditure Framework relating directly to affordability and long-term sustainability.

Although the Strategy is predominantly a financial planning tool to ensure long-term financial sustainability for the organisation, the planning process and Strategy run parallel to ensure the strategies are at all times informed by best practice. One of the prominent features of the Strategy is the attentiveness to ultimate sustainability, not only from a municipal finance perspective, but also relating to service delivery in line with the IDP priorities

Within the context of the Strategy the following has been included into the strategy:

- Economic climate;
- Macro economic factors;
- Municipal growth revenue increase factor;
- Poverty levels in the Municipality;
- Inflation pressures;
- Debt level of the Municipality,
- Household formation rate;

- Residential property value;
- Repairs and maintenance increase factor;
- Infrastructure development vs. the maintenance of current infrastructure;
- Service delivery cost increase etc.

The following budget **principles** and **guidelines** have directly informed the compilation of the draft 2009/10 MTREF as adopted by the Municipality's Management:

- The use of intermediary service level standards subsequently informing the measurable objectives, targets and backlog eradication goals;
- Rates and increases take into account the need to address infrastructure backlog;
- Maintain best practice logic within the planning context always taking into consideration the balanced budget constraint;
- The Municipal Manager should analyse performance trends in terms of operational and capital budget components, with specific attention being given to underperforming functions/strategic units. Special attention needs to be given to efficiency gains and the principle of value for money;
- Detail business plans of each function/strategic unit will have to be finalised by the end of _____;
- No budget will be allocated for external funded projects unless the request is supported by a confirmation on the specific grant;
- No budget will be allocated for capital projects unless the request is supported by a project plan
- Maintenance Budget to be ____% of total operating income

In order to serve the community, and to render the services needed, revenue generation is fundamental to the financial sustainability of every municipality. The reality is that we are faced with backlogs of underdevelopment and poverty, challenging our revenue generating capacity. Municipalities must table a balanced and credible budget, based on realistic estimates of revenue that are consistent with their budgetary resources and collection experience. All sources of revenue such as own revenue, grants, subsidies, donor funds, trust monies and agency receipts must be included.

Challenges

Currently the Payment figure is \pm ____% although the Municipality's target in compiling the budget is estimated at ____%. An amount of R _____ is currently in arrears due to lack of payments on municipal accounts.

Other challenges include:

- Improving budget process
- Ensure proper use of council funds
- Putting into place financial policies and procedures as required by the MFMA and other related legislation
- Diversification of economic base to break free of over-dependence on the agricultural sector
- Sustainable Local Economic Development to eradicate unemployment
- Implementation of the Credit Control Policy

Key Strategies

Through the compilation and implementation of an LED plan, still to be compiled, the Municipality hope to assist in meeting the targets sets out in the IDP according to each of the identified priorities. Services delivery and the provision of basic services to all continue to be prioritized by communities, although greater emphasis has also been placed on growing the economy. With this in mind, sustainable capital income and development is identified as the solution to the backlog rendering of poor services and infrastructure development.

- Improve implementation of the budget process that allows for public participation and alignment with the IDP

- Implementing Service Delivery through Budget Implementation Plan (SDBIP)
- Secure DBSA grants instead of loans

Future Financial Management should include:

- Asset Management Strategies
- Cost-effectiveness strategies
- Debt Collection Strategies
- Asset Renewal Strategy

THE REVENUE STRATEGY IS A FUNCTION OF KEY COMPONENTS:

- Growth and economic development.
- Revenue enhancement
- Achievement of the ____% annualised collection rate for consumer revenue.
- National Treasury guidelines.
- Electricity tariff increases within National Electricity Regulator of South Africa (NERSA) approval.
- Achievement of full cost recovery of specific user charges.
- Determining tariff escalation rate by establishing/calculating revenue requirement.
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004)
- Power security in South Africa.

Tariff-setting⁵

The Tsantsabane Municipality derives its revenue on the provision of mainline goods and services such as water, electricity, sanitation and solid waste removal. Property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees), also contributes to the coffers.

Tariff-setting plays a major role in ensuring certain levels of revenue assisting in compilation of a credible and balanced budget, and to accommodate the acceleration of basic services and alignment to the five-year strategic plan (IDP).

The following principles and guidelines have been considered in the 2009/10 MTREF:

- The ability of the community to pay for services received.
- Realistic revenue estimates through a conservative, objective and analytical process based on realistically expected revenue, taking into consideration available actual revenue and estimated growth percentages.
- Identification and pursuance of grants from national, provincial and other agencies.
- The impact of inflation, and other cost increases.
- Credible collection rates and collection improvement targets.
- Ensure ability to extend new services and recovering of costs thereof.

Increases in tariffs should preferably be within inflation targets and stimulate growth in the local economy. According to National Treasury Circular 45 the latest available forecast for CPIX for 2009/10 and 2010/11 are 4,8% and 4,7% respectively. The additional revenue that will be generated through tariff increases has to ensure continued service delivery. Tariff increases were calculated at ____% with regard to the main services, with the exception of electricity, owing to the special circumstances regarding power security in South Africa.

The additional revenue that will be generated through tariff increases has to ensure continued service delivery. Tariff increases were therefore calculated at ____% (also in line with CPIX) with regard to the main services, with the exception of electricity (____%), owing to the special circumstances regarding power security in South Africa.

⁵ Refer to Draft Property Rates Policy

The current property rate tariff will not increase with a specific percentage owing to the implementation of the new valuation roll in terms of the MPRA. However, a percentage increase of ____% in revenue and a ____% growth in the value base is proposed for the 20010/11 financial year.

Property rates are an important source of revenue for municipalities and are used to fund services that benefit the community as a whole and must cover the shortfall on the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

The Local Government: Municipal Property Rates Act (MPRA), 2004 has been promulgated with effect from 2 July 2005. Properties are now valued on the land plus improvements, and according to current market values, as at the date of calculation which is at _____. The implication is that some residents will pay more and others will pay less and neighbours may end up paying different amounts owing to inter alia the value of the house (improvements). The act requires that municipalities group properties by category and that an individual tariff be levied for each category. The property rate levied by a municipality on a property must be paid by the registered owner. It should therefore be noted that sectional titles will now be valued and levied individually.

In terms of Section 3 of the MPRA the Council of a municipality must adopt a policy on the levying of rates on rate-able property in the municipality and the policy must take effect on the effective date of the first valuation roll prepared by the municipality in terms of the act, and must accompany the municipality's budget for the financial year concerned. The rates policy will be reviewed annually simultaneously with the budget process.

The Tsantsabane Municipality informed the community of the Draft Property Rates Policy during the community consultation process in February 2010 and a report containing the community inputs will be submitted to Council for approval by end of May 2010.

The first general valuation under the provisions of this Act will be implemented on _____. In the valuation process, the comparable method of valuation – the most acceptable local and international method for calculations was used. Information on properties was gleaned from a number of sources, i.e. title deeds, building plans, on site inspections, and analyzing of other factors such as location, stand size, age of improvements, quality of construction etc. Calculations are now based on two main pillars, the rates policy and the general valuation roll. A total of _____ properties have been registered.

Water

- A total price increase of _____
- It is estimated that approximately ____% of water will be purchased from Sedibeng Water at a cost of _____
- A ____% increase in water tariffs is proposed, generating _____ additional revenue.
- The tariff applicable to non-residential (businesses, etc) will however increase with ____% as a phased process to be more in line with other municipalities and contribute towards generating approximately _____ additional revenue to further economic development and an increased business base.
- A total revenue of _____ is expected from water sales.
- 12 kℓ water per 30-day period will be granted free of charge to registered indigents.

Electricity

Give some background on current NERSA proposal to cabinet

The proposed electricity tariff increases in Tsantsabane for 2009/10 include an energy increase of ____% and demand and fixed demand increases of approximately ____%.

Waste-Removal Services

- Waste-removal revenue is proposed to be increased with ____% from 1 July 2010 to ensure that costs are recovered.

- Additional revenue _____ will be generated through the tariff increase and anticipated growth in service rendering.
- Tariffs for town cleaning are levied on all premises irrespective of who removes the waste generated on the premises.

The price increases of specifically fuel and the associated increases have a serious impact on the operational budget of Waste Management. The pressure to clean up illegal dumping and long grass to be cut had a further negative impact. Requirements by the Auditor General and the OHS- act were also implemented. It is therefore unfortunate that a _____% increase in solid waste tariffs will have to be considered in order to follow a phased approach in recouping the increasing shortfall on the waste management account.

Sanitation

- Sanitation charges are calculated according to the percentage water discharged
- The free sanitation portion (98% of 6 kℓ water) will be applicable to registered indigents only.
- The tariffs are proposed to be increased with _____% from 1 July 2010.

Other Tariffs

The tariffs for all the other services rendered i.e. approval of building plans, etc were investigated, and where possible, benchmarked with other municipalities. The tariffs of some services were increased with an inflation related percentage, some to ensure recovering costs. Each department motivated its proposed increase which is attached to the tariff schedule for easy referral.

The short fall owing to these tariffs not always covering costs is funded through property rates. The following services rendered, are however not increased as Departments were of the opinion that these tariffs are market related and a further increase will make these social services unaffordable and are therefore only included in the report for completeness:

- Cemeteries.
- Informal Trade and Micro Enterprise Development.

Owing to the discontinuation of the production of 1c and 2c coins by the Reserve Bank and to ease the administrative burden for cashiers at the various pay points, tariffs will be rounded off to the lowest 5c as prudent business practice. In cases where the tariff is determined per square metre or per hour, the amount will only be rounded off after the total number of hours or square metres were determined.

Equitable Share

The equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities, to the extent that such information is available. It is an unconditional grant and allocations are contained in the Division of Revenue Bill, 2008 (DoRA).

The structure and components of the formula are summarized as follows:

Grant = BS + D + I – R ÷ C where

BS = Basic services component

D = Development component

I = Institutional support component

R = Revenue-raising Capacity correction

C = Correction and stabilization factor

The basic component supports only poor households earning less than R800 per month and it also distinguishes between poor households provided with services and those provided with lesser or no services.

A municipality should prioritise its budget towards poor households and national priorities such as free basic services and the expanded public works programme. The local government equitable share fulfils an important objective of ensuring stable and equitable allocations to all the municipalities.

However, in recognition of the large differences in the circumstances that exist at local government level, a concerted reform process is necessary to prevent poorer municipal areas from being under funded. This process is already under way, with the hope that a solution can be implemented during the earliest subsequent budget cycle.

In terms of the Division of Revenue Bill, 2008, the allocation towards the Tsantsabane is _____ in the 2009/10 financial year, and _____ in the 2010/11 financial year. This amounts to an increase of _____ for the 2009/10 financial year.

Remuneration

Salary increases (____%) have been considered within the proposed budget for remuneration. This remuneration budget also includes the further expansion of the _____ Service by additional _____ employees.

Remuneration of Councillors

The cost associated with the remuneration of councillors is determined and informed directly by way of the Remuneration of Public Office Bearers Act 1998 (Act No 20 of 1998).

Bad Debts

Provision for bad debt and bad debt write-off is aligned to the various policies of the Tsantsabane Municipality.

Collection Costs

Collection costs relate to the cost associated and incurred by the Tsantsabane Municipality in ensuring revenue billed is collected. The current proposed budget equates to _____. The increase should in future be aligned to a debt collection strategy.

Depreciation

The escalation in depreciation can be attributed to the aggressive capital programme. From the above table it can be summarised that depreciation escalates from _____ in 2008/09 to _____ in 2010/11, a growth of _____%.

Repairs and maintenance

During the Departmental Strategic Planning meetings it became clear that departments were more and more starting to place emphasis on the repairs and maintenance expenditure component. Aligned to the best practice methodology of preserving and maintaining current infrastructure, this expenditure framework has essentially catered for extensive growth in this area. When compared to the 2007/08 Adjustments Budget, the repairs and maintenance group of expenditure has increased by _____% from _____ to _____, and steadily increases to _____ in the 2010/11 financial year, an increase of _____%.

From the above it can be seen that the percentage repairs and maintenance measured against the total operating budget equates to _____% in the 2008/09 year and maintains this level throughout the medium-term. It can, however, still be assumed that Tsantsabane is not yet within the average provision of repairs and maintenance and confirms the necessity for an asset renewal strategy.

Interest Paid

The increase in interest paid can be directly attributed to the level of external loans raised. The indicative borrowing levels as factored into the Financial Plan are _____ in the respective financial years. Historic borrowing as well as intended borrowing directly influences the budget provisions.

Bulk Purchases

Bulk purchases and the growth is aligned to the revenue generation potential and takes into consideration the growth in the Municipality as well as seasonal factors. This group of expenditure comprises mainly of the purchase of electricity from Eskom as well as water from Sedibeng Water.

Grants and Subsidies Paid

The funding budgeted against this classification relates mainly to the grants-in-aid to NGO's.

General Expenditure

General expenditure comprises of municipal rates and services, administrative and general related expenditure as well as raw and consumption material.

The increase of _____ in 2008/9 versus _____ in the 2009/10 MTREF can be directly attributed to general increases in the economy (e.g. telephones and data services, paper and stationery, consumables, fuel etc) although a major emphasis has been placed on managing these expenditure levels downwards.

CAPITAL BUDGET

Departments were urged to carefully consider not only affordability constraints, but the detail projects as approved in the previous cycle aligned to the departmental business plans, objectives and targets of the Tsantsabane Municipality. Concerns were raised relating to affordability and subsequently departments were requested to prioritize funding allocations within the context of affordability constraints.

The compilation of the capital budget in terms of internal capacity (council funds)/affordability was based on the project submissions as received from the departments after they had reprioritized funding allocations, although internal capacity is very limited in Tsantsabane.

6.4 BILLING SYSTEM

The current financial system in use is FINSTEL which include the billing module. Billing is done on a monthly basis and the Municipality sent out accounts between the 20th and 25th. The Municipality is in process to convert to a new financial system (SEBATA FMS) which will be GRAP compliant. The target date to fully convert and implement is 1 July 2009.

6.5 ASSETS, PROPERTY AND EQUIPMENT

The Municipality is currently busy with an asset take-on. The compiling of a new asset register (GRAP compliant) will be finalized and implemented on 1 July 2009. The Municipality is also in process to establish an asset management unit.

6.6 A TABULAR SUMMARY OF THE 3YEAR MTEFCapital Budget Summary (indicated in CIP)

Intervention	Total Amount	1-Mar-09	1-Mar-10	1-Mar-11	29-Feb-12
Housing	R 118,048,000	R 840,000	R 16,000,000	R 19,680,000	R 19,680,000
Water Backlogs	R 1,390,000	R 890,000	R 10,000	R 100,000	R 100,000
Water Refurbishment	R 45,350,000	R 15,500,000	R 15,500,000	R 14,350,000	R -
Water Bulk	R 71,950,000	R 9,510,000	R 31,530,000	R 16,700,000	R 14,170,000
Water Treatment Works	R 23,390,000	R -	R 4,640,000	R 6,250,000	R 6,250,000
	R 142,080,000	R 25,900,000	R 51,680,000	R 37,400,000	R 20,520,000
Sanitation Backlogs	R 15,030,000	R 8,400,000	R 1,810,000	R 2,410,000	R 2,410,000
Sanitation Refurbishment	R 70,460,000	R 17,180,000	R 53,280,000	R -	R -
Sanitation Bulk	R 37,800,000	R 12,530,000	R 25,200,000	R 70,000	R -
Sanitation Treatment Works	R 11,500,000	R -	R 4,650,000	R 6,850,000	R -
	R 134,790,000	R 38,110,000	R 84,940,000	R 9,330,000	R 2,410,000
Roads: new	R 260,840,000	R 14,070,000	R 56,370,000	R 58,500,000	R 58,500,000
Roads: upgrading	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -
	R 260,840,000	R 14,070,000	R 56,370,000	R 58,500,000	R 58,500,000
Electricity Backlogs	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -
	R -	R -	R -	R -	R -
	R 655,758,000	R 78,920,000	R 208,990,000	R 124,910,000	R 101,110,000

7. ORGANISATIONAL AND PERFORMANCE MANAGEMENT SYSTEM

7.1 KEY PERFORMANCE INDICATORS PER OBJECTIVE

Priority Issues	Proposed Objectives	Key Performance Indicators		
		Input	Output	Outcome
Insufficient <u>Housing and Serviced Sites</u>;	Development of a Housing Development Plan aligned to Siyanda District Municipality's and Provincial Plan			
	Provision of services and preparation of _____sites per year in order to provide for the housing demand	Total investment in housing	Number of houses build	% of households living a better quality of life
	Building of _____ houses per year over the next 5 years in order to provide housing to all residents in Tsantsabane Municipality	Construction cost per sq. m. of houses built by the municipality	Number of sites serviced	
Insufficient Supply and Maintenance of <u>Bulk Water and Sanitation</u>;	All Residents of Tsantsabane Municipality must have easy access to Safe and Quality Water, according to RDP Standards, by _____.	Expenditure on water provision	Number of households provided with water	% of households with access to basic level of water, sanitation and solid waste removal
	All Residents of Tsantsabane have easy access to Sanitation, according to RDP Standards, as well as Sewerage Systems are able to cater for the rise in demand, within the next 5 years.	Expenditure on sanitation provision	Number of households provided with sanitation	
	Waste Management Plan to regulate the development of new sites as well as to make provision for Waste removal services, waste minimization and waste recycling.	Expenditure for compilation of Waste Management Plan	Approved Waste Management Plan	Improved waste management and regulation
Insufficient Provision and Maintenance of <u>Electricity</u>;	All Residents of Tsantsabane Municipality have access to Electricity within their dwellings by _____.	Expenditure on electricity provision	Number of households provided with electricity	% of households with access to basic level of electricity

	Upgrade electricity networks in Tsantsabane according to priority over the next 5 years	Expenditure on upgrading electricity infrastructure	Number of networks upgraded	
Insufficient Provision and Maintenance of Roads and Transport Infrastructure;	The upgrading of all road infrastructure and stormwater systems (according to priority) in Tsantsabane over the next 5 years	Expenditure on roads and transport	Kilometers upgraded and newly build	% of roads in the area upgraded and newly build
	Building of new road and transport infrastructure in Tsantsabane as indicated through proper needs analysis and according to new developments in the area, over the next 5 years			
	The development of a transport plan aligned to Provincial Plan by 2012	Expenditure for compilation of Transport Plan	Approved Transport Plan	
Insufficient Stimulation and Enhancement of the Local Economic Development (LED);	Develop and Implement an LED Strategy	Expenditure for compilation of an LED Plan	Approved LED Plan	% of decrease in unemployment rate
	Develop an Incentive scheme to promote and support the Local Informal business Sector over the next 5 years in Tsantsabane;	Expenditure per initiative / development	Number of jobs created through municipality' LED initiatives including capital projects	% of households earning less than R1100 per month with access to free basic services
	Provide Skills Training to youth in Tsantsabane over the next 5 years	Expenditure on Training provided	No of training events arranged	
	Establish Smaller Business sites and Business Hives (informal trading areas) in all wards according to economic priority in Tsantsabane;	Expenditure per SMME on support and information supply	No of hives / sites developed	No of new SMMEs started
	Provide Land and Facilities for Small-Scale Farming in			Total no of new labour

Tsantsabane over the next 5 years;			market entrants at the SMME's	
Development of a Tourism Development Plan by June 2011.		Expenditure for compilation of a Tourism Plan	Approved tourism Plan	
<u>Ineffective Functioning of Municipal Systems and Management;</u>	The improvement of Municipal Infrastructure and Municipal Systems	Expenditure on the improvement of financial systems	% of municipality's capital budget actually spent on capital projects to IDP	% percentage decrease in audit queries after improvement of financial system
		Expenditure on Upgrading of Municipal infrastructure	% of municipality's operational budget spent on improvement of administration and implementation of organogramme	Financial viability as expressed to ratios i.e. Debt (Interest) coverage ratio; Outstanding service debtors to revenue ratio; Cost coverage ratio; Annual debtors collection rate; Debt to revenue ratio; Gearing ratio; and Current ratio
		Expenditure on Administrative systems upgraded		% percentage decrease in audit queries after improvement of admin system
				% of staff motivated and service delivery improvement
Capacity Building of Staff in order to create an effective Managed and Functioning Municipality by 2010/11		Total amount budgeted for capacity building of	Total number of Category B employees	Number of people from Employment Equity target groups employed

			the Category B municipalities	attending capacity building events % of a municipality's budget actually spent on implementing its workplace skills plan; and	in the three highest levels of management in compliance with approved EEP
Insufficient Hospital, Ambulance and other <u>Health Facilities</u> and Services;	To improve Health services through the training of existing staff and appointment of additional staff where required as well as improvement of mobile clinics in Tsantsabane over the next 5 years Improved Health Facilities to the wider Tsantsabane Residents over a period of 5 years	Expenditure on upgrading and improvement of services	Number of services and facilities upgraded and developed	% of people having improved access to these services	
Increase in <u>HIV/AIDS</u> and Unwanted Pregnancies;	Review the existing plans and structures over the next 12 months and establish or develop all outstanding tools to aid the Municipality in the fight against HIV/AIDS by June 2011	No of employees involved in HIV/aids prevention programmes Amount budgeted for HIV/Aids awareness campaign	No of HIV/Aids awareness sessions / programmes held	No of people participating in the HIV/Aids awareness campaign Reported cases of HIV/Aids Number of individuals receiving voluntary HIV testing and counseling	
Insufficient and poor quality of <u>Sport and Recreation</u> Facilities and Services;	Easy access for all residents of Tsantsabane Municipality, to proper community, sport and recreational facilities and services, within a 5-Year Period.	Expenditure on upgrading and improvement of services	Number of services and facilities upgraded and developed	% of people having improved access to these services	
Insufficient and poor condition of <u>Education</u>	Improvement of Educational Facilities within the next 5 years in order to promote the Culture of Learning and to Increase	Expenditure on upgrading and	Number of services and facilities	% of people having improved access to	

and Library Services;	the pass rate in Schools	improvement of services	of upgraded and these services developed
Poor condition of the <u>Environment</u> and its effects;	All projects needing an Environmental Approval before implementation to undergo an EIA process Development of Environmental Management Plans for areas identified through the EMF/SDF	Expenditure on Environmental Management and related activities	No of development with EIA approval % of projects implemented according to EIA regulations

For specifics around Target and Indicators met according to a quarterly review and evaluation system, consult the IDP and PMS Managers respectively.

7.2 ORGANISATIONAL BACKGROUND

The Municipal Systems Act emphasizes the need for transformation of the municipal administrative system without proposing any specific organizational arrangements. Considering the diversity of conditions, it is left to the municipality to develop an institutional plan that proposes appropriate arrangements.

In order for Tsantsabane Municipality to implement its IDP, sufficient resources are needed, i.e. Financial, Human, Equipment, Assets and Skills etc. This plan will look at the current state of the Institution in order to highlight the strengths and weaknesses, as well as to look at possible strategies to overcome the gaps and challenges in order to be able to implement the IDP accordingly.

Taking into consideration the Recommended Powers and Functions of the Municipality (tabled below), the purpose of this plan is therefore to:

- Ensure easily institutional transformation;
- Enhance an integrated implementation process;
- Provide the institutional activities needed to implement the IDP projects; and
- To ensure co-ordinated action in this regard

7.3 INSTITUTIONAL STRATEGIC GUIDELINES

Capacity Building Programmes

Actual Training / Courses	Presenter	Accreditation No
Traffic Management	Lengau Training College	Yes
Managing Personal Records	Long-sight	
Key skills for Exceptional Office Professionals	Rantsane Mario	
Public Sector Asset and Disposal Management	Black-Heads Events Management	
Oxidation Pond training	MTI	Yes
First Aid Training	MTI	Yes
Supply Chain management End Users	Collin Botha	
Capacity Building train the trainer	Dept Housing	
Disciplinary Training	SALGA	

7.4 SKILLS DEVELOPMENT PLAN

A plan exists in the municipality but is not aligned to the priorities outlined in the 2nd Draft IDP of 2008.

7.5 RESOURCES AND ARCHIVES

Administration Function is placed in Postmasburg, the Record System of Olifantshoek has been transferred to Gamagara Municipality (Kathu). A Standardised System has been implemented and operated after the re-demarcation of Olifantshoek.

7.6 POLICIES

The following policies are in place and can be obtained from the Municipality:

Policy	Draft	Impacting Strategies	IDP
1. Advertising Procedures		Yes	
2. Banking and Investment		Yes	
3. Cell Phone for Ward Committee Members	No		
4. Credit Control and Debt Collection		Yes	
5. Customer Care		Yes	
6. Debt Collection		Yes	
7. Debt Agreement		Yes	
8. Delegation of Powers		Yes	
9. Financial Standing Orders		Yes	
10. Fraud and Anti Corruption		Yes	
11. Indigent		Yes	
12. Fixed asset Management		Yes	
13. Procurement		Yes	
14. Sharing of Responsibilities		Yes	
15. Tariffs		Yes	
16. Travel and subsistence		Yes	
17. Vehicle		Yes	

Short summary of buildings as part of the asset register of the Municipality include:

Municipal Offices	Payment Offices	Satellite Office
Postmasburg	None	Jenn Haven

7.7 ACCOMMODATION

The Municipality has built a new block of Offices to accommodate its entire Staff.

Department	Needs	
	Offices Space	Equipment
Office of the Mayor	Yes	Yes
Office of the Municipal manager	No	No
Corporate Services	Yes	Yes
Financial Services	Yes	No
Technical Services	Yes	No
Community Services	No	Yes

7.8 INFORMATION TECHNOLOGY

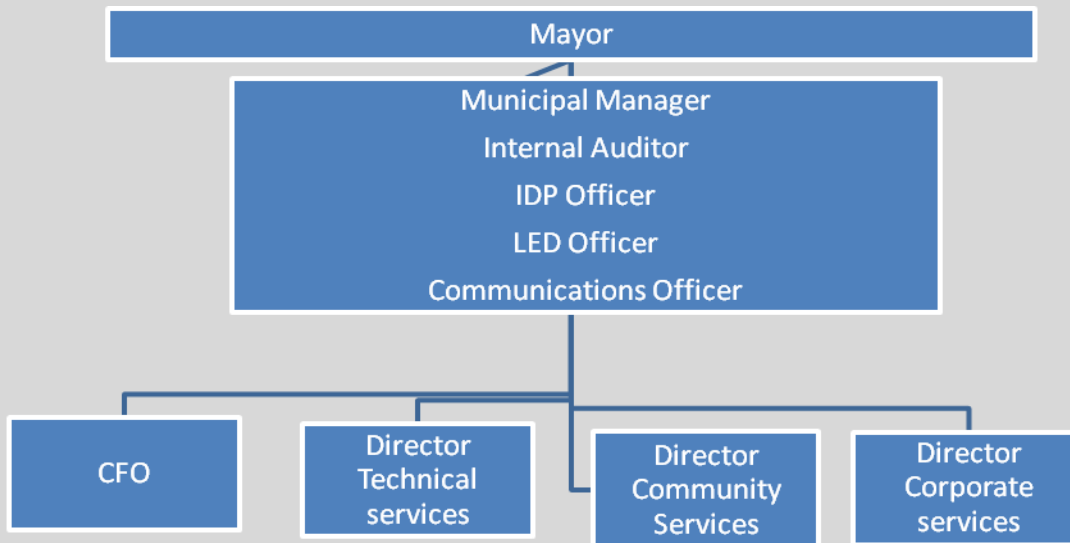
The municipality presently depends on the soft and hardware that has been amalgamated between the authorities. The IT department has number of challenges in the efficient and effective delivery of services. Basic need like the update of antivirus on the network is not happening. Computers are outdated and malfunctioning; very slow internet connection, network cables without trucking, server room not properly.

The municipality is in the process of integrating all systems into one system; IMIS

ORGANOGRAMME

Herewith the top layer of the organogram of the municipality. The complete copy can be found at corporate services.

Figure 1.1 Structure of Tsantsabane Local Municipality



7.9. INVOLVEMENT OF THE VARIOUS DEPARTMENTS IN THE IDP PROCESS

Corporate services convene general meetings annually prior the approval of the IDP to explain the IDP processes and to engage all employees on the role each one has to play on the implementation of the IDP.

Department of Corporate Services

- Monitoring of Project Implementation (MSIG)
- Compilation of WSP as well as Employment Equity Plan in line with the IDP objectives
- Implementation of the WSP and EEP
- Compilation of Institutional Plan aligned to the IDP

Department Financial services

- Enumeration and sufficient finances to be budgeted for to appoint personnel and purchase equipment
- Prepare a proper capital and operational budget to run the IDP
- To ensure an increased payment culture in the municipal area
- Ensure a better service delivery to the public
- Assistance to other department to apply for funds
- To provide and budget for sufficient personnel

Department Technical Services

- Current reporting on project implementation
- Project Management of projects (infrastructure)
- Providing for future provision of internal services, bulk services as well as link services
- Upgrading and daily maintenance of the services
- Holistic future planning and provision of future land and services
- Maintenance on/of public amenities

Department Community Services

- Planning of all community services in alignment with needs prioritized in the IDP
- Planning and provision of Waste Management Services and licensed facilities
- Planning and provision of Disaster Management Services and facilities
- Guide over the maintenance of all community services directly under the Municipal powers and functions

Municipal Manager's Office

- Compilation and Administration of the IDP
- Submission of the IDP reports to the council and to ensure the IDP stays a permanent item on the agenda
- To provide legal and other administration support during the IDP process
- Management of the IDP and all relevant structures, i.e. the IDP Steering Committee, IDP Representative Forum etc.
- Compilation of an LED Strategy and its implementation
- A drive towards the implementation of the IDP
- Report back to the Representative Forum on IDP progress
- To assist in establishing a sound local economic base for the towns

8. GOOD GOVERNANCE**8.1 COMMUNICATION STRATEGY**

A Communication Strategy was compiled for the Municipality. The challenge currently faced by the municipality is the implementation of the strategy. The strategy focuses on basic legislation applicable to Local Government with regard to proper communication internally and externally. It includes further methods and best practices. It also zooms in on each of the Departments responsibility to communicate with other departments within the Municipality as well as with the broader public. The strategy should be reviewed with the focus on implementation. An implementation plan should be developed to form part of the IDP Process Plan for future review processes.

8.2 HIV/AIDS POLICY

An HIV/AIDS policy was developed for the Municipality. As the case with the Communication Strategy, the HIV/AIDS policy has not yet been fully implemented. Very few of the employees of the Municipality are even aware of the policy and its implications on them.

As part of the IDP Implementation, the Mayor and Council committed themselves to the review of the policy which will include information sessions with all of the employees. It will further give way to the establishment of an HIV/AIDS Forum for the Municipal area. The forum is to again compile a strategic plan to address the issue across the different sectors in the area.

8.3 WARD COMMITTEES

Ward Committees have been established for each of the 6 wards in the Municipal area. They have also received several training sessions to assist them with understanding their roles and responsibilities within the Municipality. However, very few of the committees meet on a regular basis, very few give collective inputs to the IDP and other related processes, very few of them are completely functional and filling the gap between Local Government and the broader community.

The Speaker and Council has committed themselves to a second round of capacity building workshops as well as to kick start the Ward Based Planning processes in each of the Wards. The objective of the Ward Committees training should be to become fully functional and to assist the Municipality and its council with community consultations around IDP and other processes; i.e.

budgets, PMS etc. It should also enhance public participation and should further assist the Municipality with identifying priority areas of potential and empowerment needs.

8.4 COUNCIL AND SUB-COMMITTEES

Ward	Councilor	Party Representing
1	Me. M. Oliphant	ANC
2	Mr. M.J. Tonyane	ANC
3	Mr. M.M. Mogorosi	ANC
4	Me. G.H. Mothibi (Mayor)	ANC
5	Mr. S. Willemse	ANC
6	Mr. J.J. Plaatjies	ANC
PR	Mrs. K. Kasper	ANC
PR	Mr. G.J. Mooki	ANC
PR	Mrs. M. Swart	DA
PR	Mrs. G.P. Esau	ANC
PR	Mr. O.M. Mabilo	ID

Sub-committees	Chairperson
Finance	Cllr. G. H. Mothibi
Technical	Cllr. G.J. Mooki
Administration	Cllr. K. Kasper

8.5 POLICIES AND BY-LAWS SPECIFICALLY CONTRIBUTING TOWARDS GOOD GOVERNANCE

- Advertising Procedures
- Cell Phone for Ward Committee Members
- Customer Care

8.6 SPECIAL PROGRAMMES / OFFICE OF THE MAYOR.

Disabled.

The municipality has a responsibility to mainstream disability issues as an integral part of relevant strategies of sustainable development. The municipality has the responsibility to ensure that people with disability are not excluded from any sphere of life this can only be achieved through effective participation and inclusion in society for all persons with disabilities as stated in the convention. The barriers and obstacles such as in building, roads, transportation and other indoor and outdoor facilities.

Children.

The municipality is responsible for mainstreaming the best interest of the child in all policy development, programming, and resources allocation and communication. In whatever program municipalities engage on, there must be a child centered governance approach. The children's rights emerging issues for advocacy in service delivery, and policy formulation

The municipality is currently, busy collecting data of the children in the municipal district to develop the Children's rights profile, and develop strategies based on children's issues, and to also develop a children's rights operating framework.

Gender.

The municipality has a role to provide policy guidelines, support and monitor and evaluate implementation of gender. It has to provide strategic interventions to facilitate gender policy

implementation. Gender mainstreaming is the systematic incorporation of considerations into the policy, programmes and practices, so that before decisions are taken an analysis is made of circumstances and effects on women and men. It is concerned not only with participation of women, but also quality and conditions of their participation, mainstreaming is a process towards achievement of transformation and development goals. The municipality has engaged on a process of economic development of women such as farming, SMME, gardening project, and mining.

Women are encouraged to participate in all municipal process such as at management level. Gender transformation presents an opportunity for the establishment and development of a body of knowledge for sharing across municipalities and other spheres of government.

Youth Programmes

As part of the Safety and Security component a Junior Community Safety Forum is to be established at municipal level. The Municipality is experiencing a high rate of unemployment especially amongst the youth. Poverty levels affect about 75% of the entire population. Most of these young people mostly find themselves in liquor places and end up abusing substances, falling pregnant at an early age, the scourge of HIV/AIDS and probable prostitution activities.

Tsantsabane Junior Community Safety Forum's action plan outlines objectives and activities as a simplification process of the Northern Cape Youth Crime Prevention Strategy. The success of this action plan relies on the commitment of all role players and stakeholders within the Tsantsabane Municipality.

The vision is to create a platform that enables the Youth to unleash their full potential in creating a safe Tsantsabane Municipal area through a Multi Disciplinary Collaboration for attaining a better life for all.

The mission is to create an environment that enables coordinated and integrated intervention for a safer and better life in Tsantsabane Municipality, through:

- Restoration of the moral fibre among young people
- Ensuring multi-sector collaboration and community participation in addressing youth matters
- Ensuring transparency and accountability
- Directing the strategic location and socio-economic infrastructure

In order to ensure that the mission is driven towards the realization of the vision it is cardinal important to design focus areas which will ensure that the whole scope of challenges facing the youth at present is taken on board in the vehicle. These focus areas are outlines as follows:

- Transformation
- Integration and research
- Community centered crime prevention
- Unemployment
- Sustainable talent mobilization
- Performance management
- Marketing and communication
- Substance abuse
- Domestic violence
- Moral regeneration
- Teenage pregnancy
- Poverty alleviation
- School drop out

The perspective of the municipality is to have an integrated approach of youth development which will include all youth formations in Tsantsabane municipal district.

Safety and Security Strategies to be implemented in Tsantsabane	Anti-Crime Mass mobilization Campaign Anti-substance abuse campaign Public Education, Awareness and mobilization towards Moral Regeneration and Empowerment Stop violence against women and children Safer Streets and physical environments Promote discipline, mobility, quality and safety in road traffic
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9. ANNEXURES

Outline on status of all applicable Sector and Integrated Plans

Sector plan	Status	Reasons	Responsible Person / Department
Spatial Development Framework	Completed	Funding secured through DBSA	Mr. Henge
Disaster Management Plan	Completed in 2006. To be reviewed annually and translated into English	Not aligned to current IDP issues	Mr. Theys
Land Use Management Plans	Part of SDF		Mr. Henge
Waste Management Plan	Draft	To be reviewed and updated according to New Act	Mr. Theys
Water Services Development Plan	In process to be completed	Africon to assist	Mr. Henge
Integrated Transport plan	No		Mr. Henge
Housing plan	No		Mr. Henge
Electricity Master Plan	Yes		Mr. Henge
Comprehensive Infrastructure Plan (CIP)	Yes – to be reviewed		Mr. Henge
Anti Corruption Strategy	No		
Environmental Sector Plans	No	Lack of Human and financial resources	Mr. Theys
Local Economic Development Plan	In process to be compiled	Draft	Ms. Molebogeng
Integrated Tourism Plan	No		Ms. Molebogeng
Energy and Climate Change Strategy	No		Mr. Theys
Invasive Species Monitoring, Control and Eradication Plan	No		Mr. Theys